

ROTARIAN

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Leading Features This Month

TO-MORROW'S BUSINESS MAN

By EDWARD W. BOK

THE "YES, YES" CHORUS

By JOSEPH LISTER RUTLEDGE

A PERSONAL STORY OF THE TREE

By MARTIN L. DAVEY

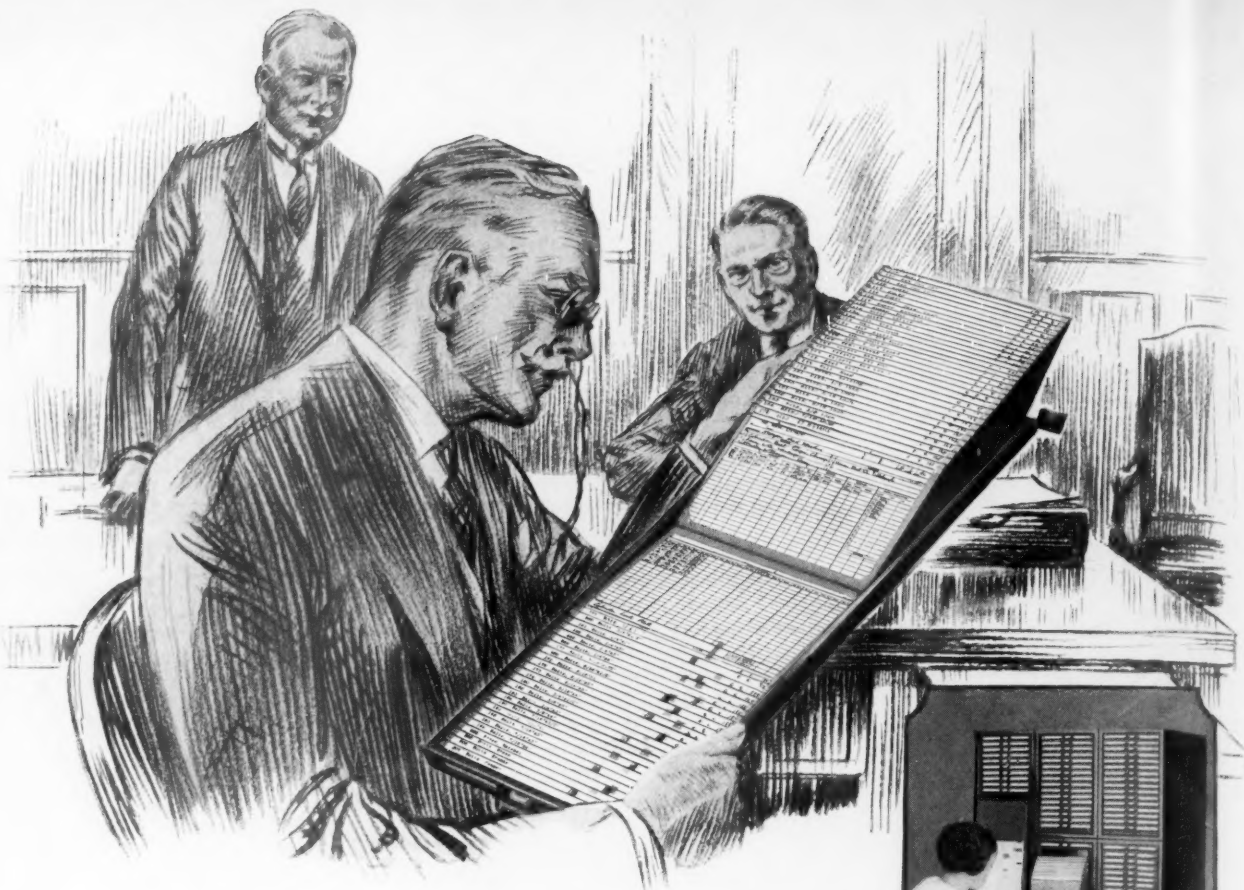
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By WILLIAM J. FINLAY

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By GEORGE CHAPIN





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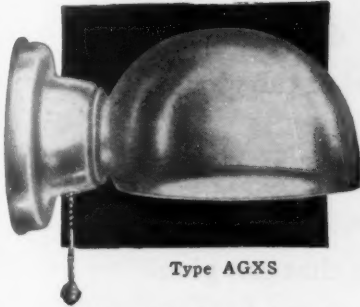
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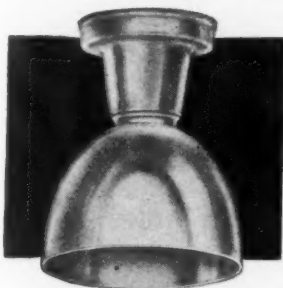
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THE ROTARIAN



Volume XXV

October, 1924

Number 4

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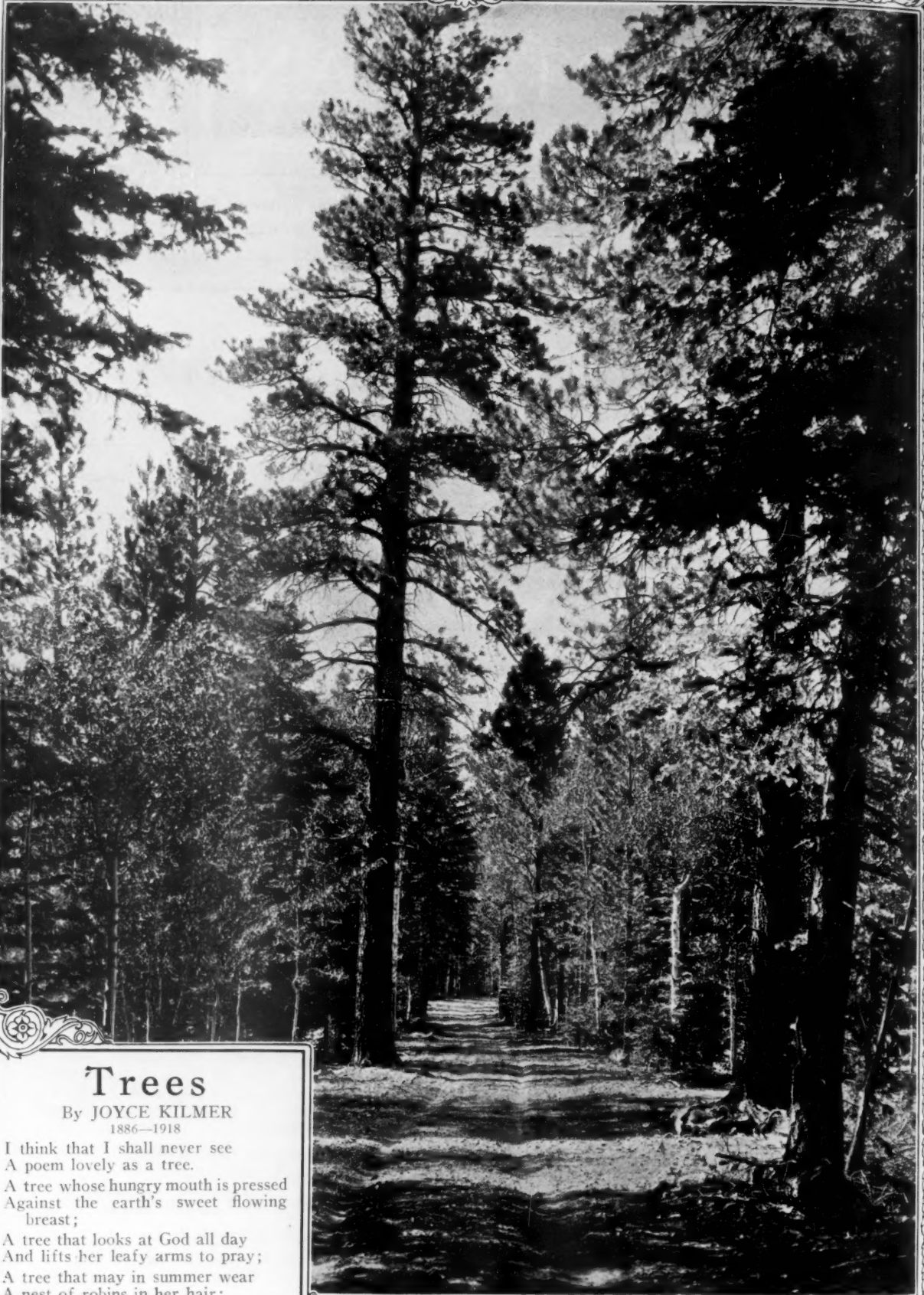
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Trees

By JOYCE KILMER
1886—1918

I think that I shall never see
A poem lovely as a tree.
A tree whose hungry mouth is pressed
Against the earth's sweet flowing
breast;
A tree that looks at God all day
And lifts her leafy arms to pray;
A tree that may in summer wear
A nest of robins in her hair;
Upon whose bosom snow has lain;
Who intimately lives with rain.
Poems are made by fools like me,
But only God can make a tree.

Reprinted by permission,
George H. Doran Company

THIS beautiful poem written by Joyce Kilmer, American poet, in 1915, is one of the few poems produced during the war and post-war periods that are destined to live. Joyce Kilmer was killed in action near the River Ourcq, in France, on July 30, 1918. We are reprinting the poem because of its interest in connection with the article "A Personal Story of the Tree," by Martin L. Davey, which begins on page 13.



Choosing Careers

By Charles Henry Mackintosh

SHOULD parents choose careers for their children?

All parents appear to be divided, like ancient Gaul, into three parts upon this problem.

There are parents whose fondest hope it is that their children shall follow in their own footsteps.

There are other parents who pray that their children may enter almost any other field than the one which they have found to be filled with hard work and disappointed ambitions. Parents of this type usually have a pet profession in which they have always longed to shine, but were debarred for any one of a dozen reasons. Into this pet profession they project their children if it is humanly possible to do so.

Then there is the third type—parents who say the children's lives belong to themselves and must be lived by themselves—let them pick their own fields for future activity!

The third type is probably more nearly right than any of the others, because it permits its progeny to follow in father's footsteps, if it wants to; or to do what father always wanted to do but couldn't, if it can; or to choose some entirely different career, perhaps one based upon new needs which have come up since father was career-choosing, such as the new needs for radio and synthetic gin.

Even those open-minded and tolerant parents, however, are apt to err in leaving their children entirely unguided in the choice of a career.

How does a young person of eighteen *know* in what field of human activity his or her efforts will garner the greatest crops? What does an eighteen-year-old know about human activities anyhow? Nothing; except about the very few activities with which he (oh, for a sexless pronoun—but "he" will have to do double duty henceforth!) he may have seen in action—such as those of the fireman, the policeman, the school-teacher, the grocer and the store-keeper generally. If father is a doctor or a banker or a bricklayer, he knows something about that, too, but not much. Father usually doesn't bring his business home with him.

To choose wisely, one must first *know* the things among which the choice is to be made. Offer a baby its choice between a thousand-dollar banknote and a bright new shiny silver dollar—

and you will save nine hundred and ninety-nine dollars!

Show a native of Senegambia a tiny lead-covered tube of radium in your left hand and a brass cartridge in your right—and your right will be empty before you can wink!

Both baby and the Senegambian have chosen wisely according to their lights. Baby chooses the bright dollar rather than the dirty paper because bright dollars are fine for cutting teeth. The Senegambian sees no use for the dull tube, but for the bright one he will bore a hole in his ear.

Truly wise choice, then, depends entirely upon complete knowledge.

THERE isn't anything in life more important than deciding what shall be done with it, yet most young people choose mates more thoughtfully than they choose careers—and the annals of divorce courts say that they are none too careful in choosing mates!

As a matter of fact, few people choose their own careers. They are chosen for them by parents, or decided by the classified columns of the daily paper, or governed entirely by chance.

The thousand and eleven doors are open—CHOOSE! says society; and the younglings don't *know* enough to choose wisely.

What is to be done about it? The answer is inevitable: add a course in career-choosing to the educational curriculum.

"Ha-ha!" says the teacher, surfeited with new courses, "There isn't time *now* for all a child ought to learn!"

But the true purpose of education is to prepare for *life*, isn't it? And what good is it, with all its courses, if it doesn't settle the first problem: What'll we *do*?

Cut out some of the less essential subjects, if necessary, but let's at least give the coming generation a chance to choose wisely what it will do with and in its lives! Besides, it doesn't have to be done in a special study period. Better not. Let it be a course of simple talks given by men and women in different lines of work, telling as clearly and as entertainingly as possible, about their work. One such talk a week would enable a child to amass an immense amount of knowledge of real life before he was ready to get out and into it.

"Just Among Ourselves—"

MEN who labor on our international committees are in a sense liaison officers. It is their duty to correlate the findings of specialists and the assistance of the members. This the committee attempts through a careful review of its special problem and a recommendation to the directors who decide on the method and amount of cooperation which the individual club can reasonably be expected to furnish—should it desire to do so.

Because of the perspective which these committee-men can secure, we appreciate the opportunity to present in this number three articles which have originated in the Business Methods, the Boys Work, and the Rotary Education Committees, respectively. This material gives you the latest international thought on problems which directly affect the business world of the future as well as that of the present.

* * *

IN considering the business man of the future we believe that our readers will also gain much from the article by Edward W. Bok, whose achievements in the past are the best authority for his faith in the future—a faith which is tempered by thought and strengthened by his dislike of pre-digested opinions. Public opinion has suffered equally at the hands of the super-enthusiast who splashes in a welter of glowing adjectives like Behemoth at his bath, and at the hands of the reactionary whose mimosa soul serves chiefly as a landmark to indicate humanity's progress from the past. Because Edward Bok is neither rashly optimistic nor yet afraid of life he can see a bit farther into the future than most men.

This future, whatever it may be, is still subject to the past for its experience and in this number you will find a brief review of those pithy sayings in which men have epitomized the wisdom of generations of trading. Nor are the economic resources of the past and present less important for the business men of the future, for without resources there is little satisfaction in knowledge of investment. It seemed, therefore, that the article on trees, which are a most important factor in our economics, would fit in well for this number.

Other articles, approaching the business world from various angles, together with a seasoning of Rotary news, views, and personalities, make up the balance of this number—a number, which, like preceding issues, is built on the proposition of a magazine of service to our readers.

* * *

WHO'S WHO—IN THIS NUMBER

EDWARD W. BOK, who contributes "Tomorrow's Business Man," has unusual qualifications for his task of interpretation. His long service as editor of the *Ladies' Home Journal* was the outcome of years of effort to discern national and international tendencies. His efforts to promote world peace showed he had the courage of his convictions. His progress from seven-year old immigrant of little means and large ambitions to friend of statesmen and successful publisher was thoroughly in accord with the best traditions of both Holland and America. Though he has now turned to well-earned rest from business, he has given himself new opportunities for interpretation—and new courage to assert individuality.

Joseph Lister Rutledge has had considerable experience in both journalism and business which explains why he combines the two so easily. He is now an associate editor on *McLeans Magazine*, but has not forgotten his efforts as buyer for a wholesale fruit concern and as a commercial traveller, all of which he has known since he was graduated from Toronto University. In "The 'Yes, Yes' Chorus" he discusses some aspects of business conferences with which we are all more or less familiar although many of us lack the knack that was Silas Ogden's to change things.

Martin L. Davey, who tells "The Personal Story of the Tree" is head of a business which he inherited from his father John Davey who was widely known as "the father of tree surgery." Martin has been mayor of Kent, Ohio, has served as a representative from his district in congress, and is a member of the Rotary Club of Kent, Ohio.

Hart I. Seely ("Rotary and Boys Work") is chairman of the Boy's Work Committee of Rotary International, and has also served Rotary in the dual capacity of club secretary and district governor, filling both positions simultaneously. He is a native of New York state and was graduated from Cornell University.

Albert F. Ferguson ("A Plan of Rotary Education") assistant secretary in charge of Rotary education and publicity at Rotary Headquarters, has pursued the army as a correspondent; the politician as a special writer; the actor as a critic; the patrol wagon as a reporter; specially good phonograph records as a collector; and the open road as the short cut to the zest of living.

Arthur H. Sapp ("How a Business Code Is Built") chairman of the international committee on business methods, has also run the gamut of Rotary offices. Added to that he has been secretary, teacher, lawyer, and civic worker, so that they have a habit of making him the head of various committees. Ohio Wesleyan, and the law schools of Chicago University and Indiana University all helped to prepare him for his activities.

William J. Finlay, who writes entertainingly of "Business Maxims—Old and New" with a judicious mixture of good philosophy, is a member of the Rotary Club of Belfast, Ireland, and in the retail meat business.

George Chapin ("An Experiment in Civic Training") of the Bureau of Business Research of the University of Illinois, has been observing the work that Dean Thompson of the School of Commerce and Business Administration of the University of Illinois has done in training a group of young men for community service—a course that is a pioneering effort in a field that is going to be more and more intensively developed in the future.

Charles Henry Mackintosh offers a few pertinent suggestions about "Choosing Careers." He is a member of Chicago Rotary.

Ralph Parker Anderson has been interviewing Robert Dollar and explains how the latter managed to get control of so many enterprises.

David R. King, having learned that Everett W. Hill was hauling in tarpon, thought it a good time to add one more to the string of "people I have interviewed."



To-Morrow's Business Man

A Thought for Him to Think About

By EDWARD W. BOK

Author of "The Americanization of Edward Bok,"
"A Man From Maine," etc., etc.

Decorations by A. H. Winkler

I ASKED Theodore Roosevelt once what one fundamental quality he believed was more glaringly lacking in the American character than any other, and which, of all other qualities, he would add if he had the power to do so.

Without a moment's hesitation, he answered: "A greater efficiency born of thoroughness. We don't know what thoroughness is."

I felt it was the Dutch ancestry in him that spoke, and, as a Dutchman by birth, it naturally struck a keenly responsive chord with me.

Each of us has our own notion as to the greatest deficiency in our modern life, and I doubt if any two men would

instinctively name the same lack which is uppermost and really most deplorably vital in its absence in the American character.

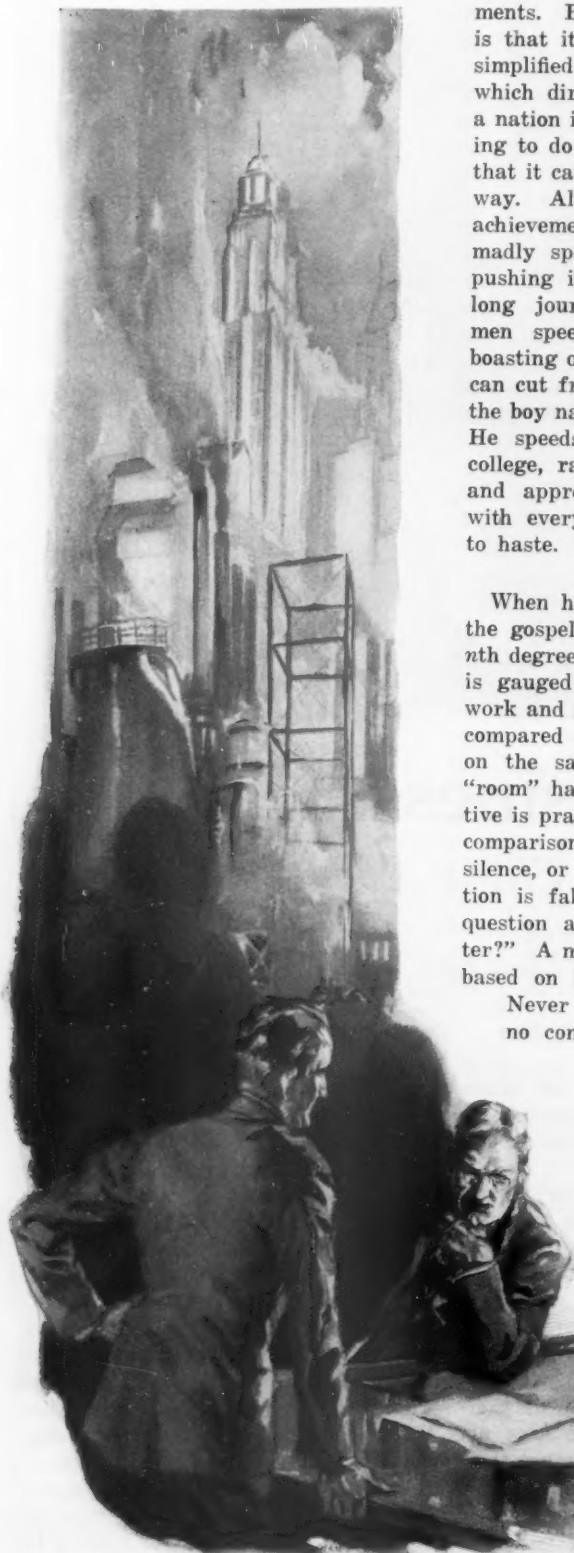
But when you think it over calmly, did not Theodore Roosevelt put his finger on the one dominant and vital curse, because that is what it really is, in our American life when he said "We don't know what thoroughness is"?

II

Now, the American's lack of thoroughness is not because he does not want to be thorough, but because thoroughness is not taught him as a child. On the contrary, the gospel of quantity and not quality is brought home to him the moment he reaches a point of un-

derstanding. He must learn *so many* words; he must do *so many* examples; he must be able to read *so many* lines. It is always quantity,—quantity from the start. He may learn these words and sums and lines as a parrot learns, so long as he learns them, and the boy who learns the largest number in the shortest given space of time is considered and told that he is the bright boy. The far more important fact of how well and thoroughly he has learned what he so glibly recites enters not into the question. As he progresses through boyhood, the same lack of thoroughness meets him everywhere, and sinks deep into his consciousness. He sees his father at the simple task of reading his newspaper; but he sees his father read

not the newspaper, but the head-lines. The magazines, the boy finds, present everything in tabloid form; the most popular periodicals being those where the articles are shortest, and whose chief bid for public patronage is that they review, digest or epitomize the great happenings of the world. "We are a very busy people," he hears his father say, "we haven't time, you know, to read much. I like the writer who boils things down."



III

The boy sees his mother's housekeeping also all boiled down for her in pre-digested cereals, canned goods, and prepared foods. "All you have to do is to add milk and serve," says the advertisement. "Pour some hot water on our preparation, and there you are." "Put our food on the stove, heat it for five minutes and your meal is ready." Whether the food is really good, she does not know. She has been taught to believe in the integrity of advertisements. But what appeals to her most is that it saves time; it is a road to simplified housekeeping. No matter in which direction the boy looks, he sees a nation in a hurry, everybody is rushing to do a thing, not in the best way that it can be done, but in the quickest way. All are seeking short cuts to achievement. He sees automobiles madly speeding; people crushing and pushing into subway and street cars; long journeys annihilated on fliers; men speeding through the air and boasting of the minute and second they can cut from some previous record. So the boy naturally falls in with the rest. He speeds through school, rushes to college, races through his four years, and approaches the business of life with every fiber in his being attuned to haste.

IV

When he gets into business he finds the gospel of quantity attuned to the nth degree. Every step of manufacture is gauged by the amount of a day's work and how far below or above it is compared with the quantity produced on the same day last year. If the "room" has produced more, the executive is praised: if the output is less by comparison, it is either received with silence, or he is asked why the production is falling behind. Rarely is the question asked: "Is the product better?" A man's efficiency is gauged and based on how much he can produce.

Never mind if our cloths can bear no comparison to English cloths;

our looms produce so many yards to their lesser quantity. No matter if our automobiles cannot stand up on the road as long as those of foreign make; our boast is that we produce ten to their one. Naturally,

the boy imbibes the spirit that everywhere envelops him—unless he thinks it out, and few do. But where one does, invariably he rises above his fellow-men. Quality has always "paid" in America wherever it has been tried. But it is not tried and maintained often enough. Quantity is an easier accomplishment, and so we go on madly producing quantity.

V

That is why in our education we are so deplorably lacking. The American wants to know, he wants to be intelligent, but he will not dig for it: he will not go to the source of information. "Why should I read that long-winded article in an encyclopedia," he asks, "when it is all here in this article which presents the essential facts?" But in the latter article it is not "all" there. He gets a smattering of the subject,—a smear, but that is all. The result is that as a nation we have an amazing quantity of general information, with an equal amazing amount of misinformation. The fundamental ignorance of the average American is staggering, as it must of necessity be where there is no desire to be thorough in the information acquired. We are keen to read a book we have heard about. We rush to get it: and then we hasten to read it and to get through with it, so that we can say we have read it. We are full of a desire to see a play that others are talking about. We rush home, jump into our clothes, speed through our dinner, bolt for the theater, go restlessly out between the acts, look at our watches to see how late it is getting to be, grab our hats, and we are out in the aisle before the curtain drops, rush home, jump into bed, impatient if we do not immediately go to sleep,—and we have gone through a day! Next day or next week we go through exactly the same scramble to see another play or read another book,—and always a new play or a new book! And this is our pace on the royal road to learning! What is the result of it all? We acquire a certain facility, but it is superficial. Our knowledge does not go deep; its roots are close to the surface. We leave ourselves no time to think. It would seem sometimes as if thinking had gone out of fashion with conversation.

VI

But the doer of things exclaims, "Consider what we are,—the greatest nation in the world." In what respect? Let him tell us! He recites that:

We have the financial dominance of the world.

We have the commercial supremacy in bulk.

We have the tallest buildings.

We have the record for mass production.

We vie with the bird in the air and push the eagle out of its path with the aeroplane.

We dive under the water with the submarine and vie with the fish in speed and distance.

Space is as naught to us; we annihilate it with the telephone, the wireless, and the radio.

We dig under the water and run trains below the bed of the river.

We tunnel under great buildings and millions ride like moles to the mart in the morning and back to their homes in the evenings. We pride ourselves on the fact that a man need not inhale a single breath of the oxygen of the air from door to door.

We speed over the rails sixty miles an hour and complain loudly if we are half an hour late in a journey which required a week for our forefathers.

We even obliterate the stars in that we write messages in the sky with each letter miles in length.

"Yes, son, marvelous," said a visitor from "Main Street" as he was shown all these wonders by his son in New York City, "marvelous what man does, isn't it? And yet," added the visitor, "he cannot make a worm!"

VII

It is always difficult to preach to a man who has made a success, and so is argument difficult with a great nation of strength and power. But, after all, much depends on the interpretation of the word "great."

When we think of a great city we think of the number of population; not of the greatness of its people.

We pride ourselves that we are more interested in today than in yesterday.

"Yesterday," we jubilantly say, "ended last night." Which, according to the almanac, is

true. But in our yesterdays lie our lessons. The present can only be rightly judged by the past. Experience does count for something. History is not "bunk," contrary to the maker of the Ford car, who, while he said it, forgot that he was making history himself, even to the extent of changing the American Sunday.

Man has done marvels, but in the doing of them his own undoing must be reckoned. We achieve always at a price; we specialize always at the expense of some loss. Man has created the mechanism of speed, but having created it, what is his actual gain? Has the span of life lengthened? After all, that is the end we all hope for and endeavor to attain: to live long. Has the machinery which man created slowed up his own pace? The frightful increase in heart-failure would not point to such a result. And certainly with the missing heart-beat, man can scarcely be happy. Has he earned for himself more repose, more quiet, more moments of rest? His life would not bear out such a gain. What, then, has he gained by the acceleration of his goings and comings? What profits it him now that he has gained the whole world by a financial, economic, and inventive dominance?

VIII

"But all this," says some one, "is national progress. Certainly you would not contend, would you, that we should stop this progress?" No, for the very simple reason that you cannot. But, I ask, do we honestly realize that all progress is really not progressive,—for ourselves, our mental poise, our serenity, and our contentment? We are

breaking rapidly down every citadel of leisure. We regard leisure as something for the idler. We hail the man who rushes, and look askance at the man who believes in the truth of all the ages of "forward, but not too fast." The pressure under which a people work gives color to the national life, and certainly psychology teaches us that we cannot have ripeness of thought and mellowness of decision at a hair-trigger pace. Leisure is getting out of countenance in America, and in proportion as we permit this mistaken tendency our national thought will show the results. We must have leisure and repose in order to grow wise. It is the only soil out of which wisdom springs.

IX

If we school ourselves to go somewhere in a hurry, we naturally have a place that we want to reach, a goal. And now that we are in such a hurry as a nation, where are we going? We are certainly all dressed up, all tuned up to go somewhere. Where have we to go? Where has our hurry led to? "To our dominance," is the answer. Very well. Now, where? We have this dominance, let us concede. Now what? We have certainly been up and doing: we have been and are constantly in flux. In a ceaseless round, we travel. The East travels West; the West travels East. We pour throngs from one end of the continent to another. Even the American who never leaves home is constantly in transit: the city in which he lives having been made so large that the only way he can get from one part to another is to be in transit. We are eager; we are filled with exhilaration; we are engrossed; we are excited so that our nerves are at the bursting point, — even our voices are tense. We are athirst for further experiment and greater adventure. "More doing" becomes our watchword. We strive (*Cont'd on page 62.*)



The "Yes, Yes" Chorus!

By JOSEPH LISTER RUTLEDGE

Illustrations by Lorene Bredeweg

"After the 'yes, yes chorus' has gone home—"
Bruce Barton.

DICK OGDEN surveyed the retreating backs of Burns and Pritchard and Stevens with a calculating interest. For the briefest fraction of a second he wondered if they left the same impression with his father that they did with him. One glance, however, at Silas Ogden, bending heavily over his desk, made it evident that, at the moment, they made no impression whatever. He was serenely oblivious of their existence.

To Dick their's were eloquent backs. They suggested an immensity of relief. Each said, as plainly as a back can be expected to say: "Now that's all over we can get back to something important."

Dick Ogden smiled, indulgently.

Silas Ogden, head of the Ogden Machine Tool Company, looked up suddenly, and noticed for the first time that his son had not left with the others.

"Anything you want?" he demanded, and returned to the interested study of the papers on his desk.

"These laddies," young Ogden announced, somewhat argumentatively, "are too affirmative."

Silas Ogden relinquished his papers, and gazed, sharply, at his son. There was surprise and the hint of dawning impatience on his face.

"Are you beginning to talk in parables?" he demanded, shortly.

Dick Ogden shook his head. "This conference stuff," he said—"You suggest something, and they all look wise and say, 'Yes, sir,' and the service is over for the day. No one crowds into the argument; no one picks the flaw. They just agree."

A look of puzzled surprise settled on Silas Ogden's rather heavy countenance, surprise mixed with annoyance.

"Suppose," he said, "that instead of sitting there in Olympian wisdom, you pick this odd flaw yourself."

"I've picked it," young Ogden announced pleasantly. "They're all 'yes, yessers'."

An inarticulate growl was the only answer, and young Ogden rightly interpreting this as an indication that the argument was concluded, for the time at least, drifted out of the office. But when he had gone Silas Ogden did not, immediately, return to his work. The argument had died a natural death but the substance of it stayed with him. Dick had called his staff, "yes, yessers." He snorted with annoyance. It seemed a reflection on himself—on his management. That young pup is getting out of hand, he reflected; needs pulling up sharp. But, despite this comforting reflection, the challenge stayed in his mind. Nothing in it of course; young fellows liked to say sharp things, like that—too much of that sort of thing nowadays—too little respect for authority. They were comforting reflections but they couldn't quite down that

suggestion. "Yes, yessers," he snorted again, "If he's got anything to say, why can't he say it in plain English?"

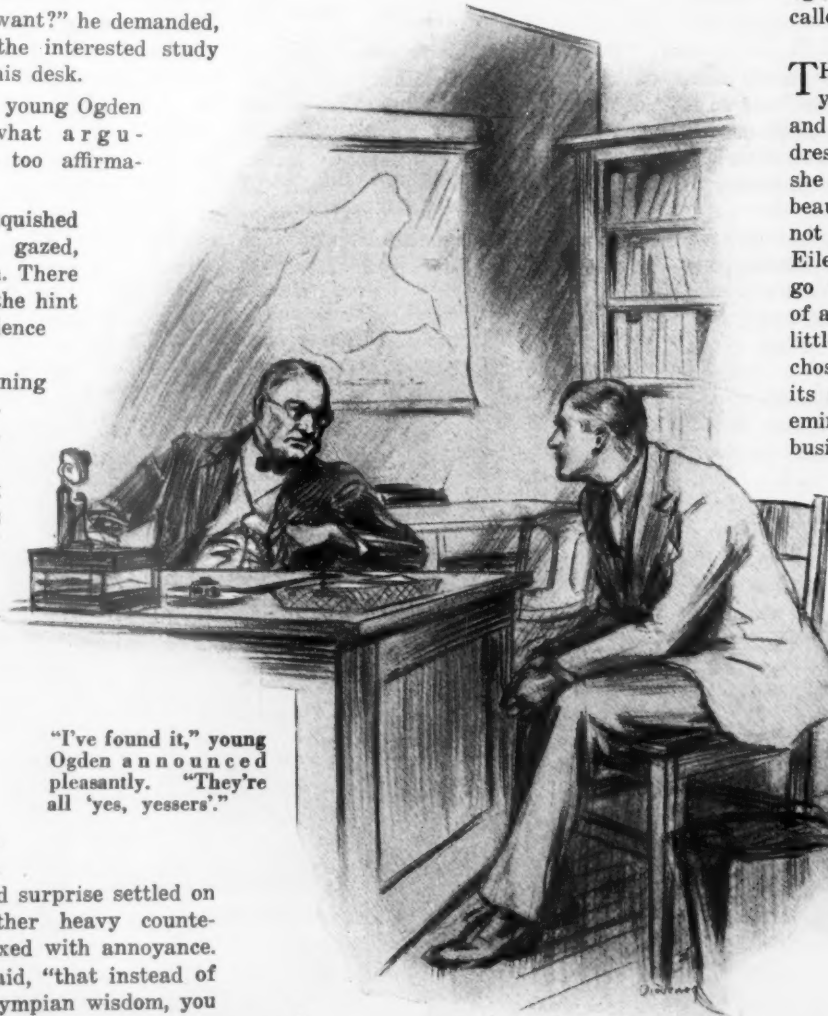
Almost without his own volition, his mind returned to the consideration of his staff. Pritchard. He had always liked the way Pritchard had thrown himself into an idea. You never have to wrangle with him. He remembered that he had often thought, just that. It had seemed, to him, a virtue. "By all that's holy!" he exploded into words, "it is a virtue."—And yet, he reflected, relieved by this outburst, Pritchard hadn't originated much. Now that he came to think of it, dispassionately, he couldn't remember an instance where he had done more than agree. He turned from the consideration of Pritchard with a grunt of disgust. Burns? Burns was the same . . . and so was Stevens. As a matter of fact, his own son's voice was the first discordant note in that uniform chorus of agreement. He stabbed, with a savage finger, at the bell that called his secretary.

THE girl who entered was young and fresh looking, and quietly and neatly dressed. In another setting, she might have been called beautiful, but the word does not go with business; and Eileen Burke certainly did go with business by reason of a very shrewd and capable little head. Silas Ogden had chosen the head because of its shrewdness. He was an eminently sane and practical businessman . . . but the fact

that there went with it a very winsome face did not displease him. He looked up and smiled. Then his face grew serious.

"Miss Burke," he said, almost shortly. "You have been present at a good many of our conferences; do you remember Mr. Pritchard ever disagreeing with my judgment?"

Miss Burke was generous by nature. There was



"I've found it," young Ogden announced pleasantly. "They're all 'yes, yessers'."



"I can't go into all the wherefores and whereases, but what I said awhile back still goes. We're all partners in this, and, whatever happens, it's my fight."

something that was not quite pleasant in the tone of that inquiry; there was something, indeed, suggesting trouble. She liked Pritchard and was therefore glad her reply could be so harmless.

"No, Mr. Ogden," she said, "I don't remember the slightest disagreement."

Silas Ogden scanned her narrowly. "You're sure he hasn't ever disagreed?"

"Quite sure, Mr. Ogden."

"And Burns and Stevens?"

She was puzzled by his inquiries. "I don't remember anything," she said, "and I think I would have remembered. You discussed the Elgin Company proposals in conference, and they all agreed with you about that," she continued. "Of course they would, though; you couldn't very well accept after the treatment we have had from them in the past. Mr. Stevens, of course, wasn't at that conference."

"Neither he was?" Silas Ogden reflected, with interest. "Ask him to come here for a moment, please; and come back yourself."

"Mr. Stevens," he said, when the latter had responded to the summons. "I've about decided to accept the Elgin people's proposal."

Miss Burke made as though to interrupt, but Ogden raised a warning hand. "What do you think?" he asked.

A look of surprise crossed Stevens' face, and he hesitated, then: "Yes," he said, slowly, "I think that should be quite alright."

Silas Ogden eyed him, balefully, "Stevens," he exploded, "You're a fool!"

"Yes, sir," he said, the words escaping him without premonition. Then he

flushed scarlet. "Is there anything else, sir?" he asked, stiffly.

"No. Just thought I'd tell you."

Silas Ogden sat fuming at his desk after Stevens had departed. "You think I was rude to that fellow, don't you?" he demanded, after a pause.

"I wasn't thinking about it at all, Mr. Ogden."

"Oh, yes you were," he announced, belligerently, "and more than that—you were right. You see," he continued "I got mad because Dick—my son—you know—told me what he would say."

She looked up in surprise.

"He said," Silas Ogden continued, "that these fellows had developed the habit of saying 'yes' to everything I suggested. I called Stevens in just to prove that what the boy said was wrong, and there he goes 'yes, yessing' all over the shop. And the man," he fumed, "knows as well as I do that what I said was wrong."

"By the way," he demanded, suddenly, "what do you think of Dick?"

"He's a nice boy," she answered.

"You said it!" he flared back, the annoyance of the moment luring him into unaccustomed words. "He's a nice boy, when he should be a man. He's just been playing around all his life."

"Perhaps," she said, pleasantly, "he's hardly had a chance, yet."

SILAS Ogden received the suggestion with every evidence of disfavor. "Are you taking sides, too?" he demanded.

"I didn't know that there were any sides to take, Mr. Ogden."

"Well, there are," he snapped. "Not

had a chance, eh? Well he's going to get it."

When Silas Ogden announced that his son was to have his chance, he hadn't the slightest notion of what that chance would be. Indeed, until that moment, any change from the present order had not presented itself as a possibility. The announcement was born of the asperity of the moment, and to meet an implied criticism. But it had, he realized, rather crowded him into a corner.

He went home that night a little uncertain in his mind. It was certain that Dick had to have his chance, if only to prove to Miss Burke that he was that kind of a father. But as he sat opposite his son at the evening meal, listening to his cheerful comments on the occurrences of the day, the happy inspiration, as to the manner of that chance, that he had confidently expected, failed to materialize.

* * * *

Lunching with Dick, a week or so later, he broached the subject that was uppermost in his mind. "You were right, at least partly right, in what you said awhile ago," he announced.

Dick Ogden, dealing at the moment with a steak that was dear to his heart, looked up with interest. "I don't aim to be a hundred per center," he said, cheerfully, "'partly right' is pretty fair for me. But what was it that I said?"

"About them being too affirmative—Stevens and Pritchard and the others, you know. I've tried 'em out a little since. There's something in it . . . I don't want you to join that chorus.

"Not me!" Dick announced with fervor.

"I rather fancy you were right, too, that a little opposition would be a good thing," the older man continued reflectively.

Dick Ogden surveyed his father as though he were an individual not quite familiar. Then, with the diffidence that was strange for him: "If you really want it, dad," he said, "after the laddies have gone home—you know, I'd like to drop in and talk things over with you a bit. I'm getting rather interested in this business myself."

"Yes, do," said Silas Ogden.

Dick Ogden was as good as his word. Every few days, after the staff had left for the night, he would drift into his father's office and raise some question.

Silas Ogden was of a fighting breed, and he was not used to opposition. He defended his opinions with much hoarse roaring and pounding of desk; so that the janitor, catching the far-off sound of tumult, opined to the lift man that the "Old Man" was giving the young fellow . . . Hell. "You're taking too much on yourself, young man," Ogden roared, on one occasion.

"Yes, sir," Dick responded, quietly.

"Don't you 'yes' me!" Silas Ogden turned on his son with smouldering eyes. Then, of a sudden, he quieted. "I'm a pig-headed old fool, Dick," he said. "What was it you were saying?"

But his moods of accordance were momentary. On a few points he did give way but, in the main, he held to his own course. He justified this by a genuine confidence that his own course was right. But, on one or two occasions, he was not quite so sure, and

this fact had troubled him a great deal. What chance is there, he said to himself later, in the privacy of his own study, of listening to these other fellows, if I can't listen, patiently, to my own son?

In this mood, he was ready to admit that the "yes, yessing" might be, largely, his own fault. It was in this mood that he came upon his big idea. It was the solution of his two problems, and something beyond as well, that left him with a sense of well-being.

He walked to the office in the morning with a jaunty air. He was wearing a new tie, of a more obtrusive pattern than he usually permitted himself; and there was a sense of excitement in his movements.

When Miss Burke arrived he called her into his office. "Miss Burke," he asked, "have you any particular engagement for this evening?"

"No—Mr. Ogden," she replied in some surprise; the new tie and the gen-

eral air of excitement had not escaped her notice.

"I would like to see you then—this evening—if I might."

Then he noticed her startled look. "Miss Burke," he said, crossly. "I'm sixty years old, with an odd scattering of months and weeks as well—would it make it any clearer if I suggested that I would like to see you at your own home? I have a matter—a business matter—that I would like to discuss with you. It is difficult to do so here."

She smiled at him, then. "I'll be glad to have you come," she said. "But you will have to start early. It's a long way."

"At eight-thirty, then," he replied, with restored cheerfulness.

* * * *

IT was somewhat after that hour when he at last arrived at 10 Grove Park. The house was different from what he had expected, and he had al-

most missed it in the dark. He had pictured her as living in a rather severe and uncompromising terrace. But the house, when he found it, was quite different from what he had imagined; a roomy old place, set well back from the road in a wide expanse of tree-shaded lawn. As he made his way up the walk, he had an uneasy feeling that he had made a mistake. Even when she opened the door for him, he did not recognize her, at once. He had thought of her always, unconsciously, as garbed in the severe black of her work-a-day clothes. But this girl, young and smiling, in her woman's birth-right of soft, beautiful things, was new to him. The surprise left him diffident and ill at ease.

It was the girl who was composed and sure. (Cont'd on p. 34.)

"But you'll still expect him to pay?" she said.

Once more he nodded. . . . "It isn't only I who demand repayment. It's life."





John Davey, "father of tree surgery," was born in Somersetshire, England, in 1846. He is noted for having founded an important school for the care of trees. Martin L. Davey (at right) inherited his father's love of trees. He is at the head of a well-known firm of tree surgeons.



A Personal Story of the Tree

By MARTIN L. DAVEY

fact, it adapts itself amazingly well. Where trees grow close together, they grow one-sided in order to accommodate themselves to each other. Where they grow thick, they grow tall in order to reach the sunlight. Frequently the roots of a tree travel long distances around boulders and almost insurmountable obstacles in order to reach the source of their food and water supply. In all of these elemental things the tree is just as much alive as man himself.

The tree breathes through its leaves chiefly. Sometime look at the underside of a leaf through the microscope. You will find there a myriad of little openings or cells into which the air penetrates just as truly as it does into the human lungs, and in those cells the air is separated

into its parts, just as it is in our lungs. The carbon dioxide is extracted from the air and is taken into the body of the tree as a part of its food material, and the oxygen is thrown off for the benefit of man and all animal life. It is true that the breathing process does not follow the principle of the bellows movement, as in the human lungs, and yet it is actual breathing in just as true a sense as that which takes place in our own bodies.

THE tree has a circulation that is just as real as our own. Way down underneath the ground, where the roots are working day after day, they gather up the food in liquid form. The area of the roots is approximately equal to the spread of the top. If you see a tree whose top is 50 feet in diameter, its root area is approximately the same. The all-important hair roots are largely out at the ends of the whole root system, at a point approximately under the edge of the branches. It is these hair roots that gather up the food in liquid form and send it up through the body of the tree to the leaves.

I suppose everyone has seen a cross-section of a tree. The top of a stump—for instance. Just imagine you

I WOULD like to give you a connected story of the tree as a living thing and a story of forest devastation in America. Especially do I want to develop the fact that the leaf is the most important thing in all the world, without exception.

The most beautiful tribute to a tree that I ever heard was given at a time when I addressed the Rotary Club of Elyria, Ohio. The president of the club in introducing me told this story. He said: "I have the most wonderful tree in the world out at my house. Some 15 years ago I had a little boy who was then 3 years of age. In the early fall he would go out to gather up the buckeyes." I suppose he meant horse chestnuts because there are very few buckeyes in the Buckeye State. He said: "The little fellow would gather the buckeyes, sometimes by pocketfuls and sometimes by basketfuls, and would bring them in and play with them. One day he took sick. The next day he was better, so he went out as usual and brought in just one large fine buckeye and played with it; and the next day he died. . . ."

"I took that large, fine buckeye and carried it with me all the long winter. I took it out every little while and looked at it and was reminded of him. And then when the springtime came, I went out and planted it down under his sand pile. Later the sand was

taken away and the buckeye sprouted and came up, a healthy little plant. Then I built a fence around it to protect it, and I called the boys of the neighborhood together and told them the story. I asked them to help me protect this tree. I told them they might break anything else I had, the windows in my house, my automobile or anything else, but please don't break this tree. They have respected that request, and the tree stands there today 15 years old, a healthy young specimen, the most wonderful tree in the world."

It seemed to me as I listened to this story that there is in this living tree not alone a monument to a little boy who died, but also a monument to a father's love.

Most folks, unfortunately, do not realize that the tree is a living, breathing organism. It is just as much alive as you and I. It breathes; it has a circulation; it digests its food; it has sexual processes. It is perfectly true that it has no nervous system as we have in the human body.

It lacks the power of locomotion. It has no intelligence as we understand that term, but it does have the power to adapt itself to its environment. In



are looking at the cross-section of a tree now. In the center you see the pith. That was there from the time it was a baby tree. Around the pith is a layer of wood, which represents the first year's growth; and around that a second layer, which represents the second year's growth; and around that a third layer, which represents the third year's growth, and so on out to the bark. In the beginning these central cells were active sap-carrying tissues, but as the tree grew in size these central cells became more and more dormant—that is to say, filled up more and more with mineral elements—so that they became less and less active. But as you go outward toward the bark you find that the cells are more and more active as sap carriers, so that the last few layers, meaning the last few year's growth, are the active sap-carrying tissues. It is in those outer wood cells that the crude sap is carried upward from the roots to the leaves. Outside of the last layer of wood is what is called the cambium layer, where all the growth and healing take place, and outside of everything else is bark, which serves the twofold purpose of protecting the living tree and providing the cells in which the digested food material travels back in its downward flow.

NOW, then, this food material having been pumped out of the soil by the hair roots is sent up through the small roots to the large ones, then through the trunk to the limbs and out to the twigs and then to the leaves, where it undergoes the wonderful chemical change that makes it available as food material. After having been digested it is then sent back in the inner cells of the bark all the way down to the same little roots from whence it came, building all the way down and depositing this food material out of which the structure of the tree is created.

The tree digests its food in just as real a sense as man himself. This food material, that has been pumped up from the roots, undergoes in the leaf a marvelous

chemical change under the influence of the sunlight and is transformed into available food material. Thus we find the leaf is both the lungs and the stomach of the tree.

I would like to tell you a story that I read in the *New York Times* nearly three years ago that illustrates a profound truth. It was written by their correspondent from the famine-stricken portions of Russia. I doubt if the correspondent realized the tremendous importance of the thing he was telling. He described how he came upon a house where a little child lay sick. Its eyes were still and glassy and staring straight upward. Over its body was a quilt. It looked as though there were a pillow underneath the quilt.

The correspondent looked at the child and then at the mother; and she, divining his purpose, pulled back the quilt and disclosed a horribly misshapen body. Its little belly was terribly distended, and its arms and legs were emaciated. It had very much the appearance of a kewpie.

Then she told this story of what had happened: She said that hunger had driven them so far that they had fed this little child a blue clay called "eel." You and I have no conception of what real hunger is. We think we know what it means to be hungry, but only in these famine-stricken lands is it possible for human beings



These big trees are all famous landmarks. Above is shown the Logan Elm, which stands some 30 miles south of Columbus, Ohio. Under its 150-foot spread of branches, stood the Mingo chief, John Logan, when in 1774 he proudly refused to meet the white men who had repaid his hospitality by killing the last of his relatives. The center picture shows the Liberty Poplar on the grounds of St. John's College at Annapolis, Maryland. Much as a dentist would fill a tooth, fifty-two tons of concrete filling were used to save this tree, under whose branches Washington and Jefferson both gave addresses, and the Susquehannocks made a treaty. Below is the Sir Joseph Hooker Oak, one of the largest oaks in the United States. It is 110 feet in height and its age is estimated at 1000 years. Named after a British general who visited the spot in 1877, it stands today, a magnificent specimen of the oak, in the great park deeded to Chico, California, by the widow of General John Bidwell.

to know the extent of that terrible suffering. You can imagine what it means when human beings are driven to eat clay. This clay sticks to the teeth and sticks to the walls of the stomach, and it stills for the time being the intense craving of hunger; but there is no power in the human system to throw it off, and it remains there and clogs the stomach and the intestines. Then the worms start to work and the end is near. I tell you this story, even with the touch of horror which it contains, because it illustrates a profound truth of far greater magnitude and importance to human life than might appear.

The leaf is the most important thing in all the realms of life. It is the one and only connecting link between the organic and the inorganic worlds. Among all of the minerals, there are only two that man can take into his system and assimilate—water and salt—and these only in very limited quantities. Everything else

that we eat and, in fact, most of the things that we wear, come to us through the leaves of vegetation—not of trees alone but of all vegetation.

It is the leaf which takes the dead mineral elements from the soil, the inorganic elements, and transforms those minerals into organic living cells and makes it possible for them to feed the whole of the living world. And thus it appears that the great God who created the world and the life that inhabits it made of the lowly leaf the greatest and the most important instrumentality of that life.

The tree has sex processes that are just as real and just as beautiful as in any other form of life. The male and female exist as positive factors. The pollen is created in the male parts and is carried



Everyone in Waterloo, N. Y., knows the story of the Scythe Tree. The arrow points to the scythe blade which still remains though the handle has rotted away. The scythe was hung in the fork of the tree when James W. Johnson left his farm to join the Union army. He died of wounds in a distant hospital, and time found the blade imbedded in this growing Balm of Gilead that has faced the storms of the past sixty years.

Government experts say this oak at Wye Mills, Maryland, is one of the finest in America. Its trunk is about 57 feet in circumference, it is 89 feet in height, and nearly 400 years old. It has a spread of branches of 140 feet and C. S. Sargent, Harvard tree authority, declares it to be the King of Oaks in America.



This splendid oak, known as the "Washington Oak" at Tarrytown, New York, is five feet in diameter, and is said to have sheltered Washington's tent during one of his Revolutionary campaigns.

largely by the winds to the female organs, where conception takes place and the continuity of life is made possible. I wonder if you have noticed in the spring that two trees of the same type will come out into flower at different times—one a little earlier than the other. That which comes into flower earliest is the male, to be ready for its mate. No doubt, you have seen the wonderful orchid, the magnificent flower that comes to us from the tropics. You may have wondered why it is that the orchid remains beautiful so long. It is because the insect which fertilizes it can not live in this latitude. And so it happens that the lovely and delicate orchid, the flower of regal beauty, remains beautiful for a long, long time, waiting—waiting for its mate.

Now, I would like to tell you a little about another phase of the great tree question that seems

to me of monumental importance. This has to do with the subject of forest devastation and its bearing upon the present and the future of America. In order that you may understand that what I am about to say is not the product of my imagination, I would like to refer very briefly to the report of the United States Forest Service that was published nearly four years ago. This followed a resolution by the United States Senate calling upon the Forest Service for such investigation and report. It was the most exhaustive investigation ever made in America. Among other things this report says:

(1) That three-fifths of the original timber of the United States is gone, and that we are using timber four times as fast as we are growing it. The forests remaining are so located as greatly to reduce their national utility. The bulk of the population and manufacturing industries of the United States are dependent upon distant supplies of timber as the result of the depletion of the principal forest areas east of the Great Plains.

(2) That the depletion of timber is not
(Continued on page 51.)

A Plan of Rotary Education

How you can secure the answer to that very frequent query: "What is Rotary?"

By ALBERT F. FERGUSON

Assistant Secretary in Charge of Rotary Education and General Publicity at Rotary Headquarters

AN OUTLINE of Rotary education, general in its scope, inclusive in the extreme as to subjects for speech and study, intensive as to character, has been devised by the International Committee of Rotary Education and with the approval of the International Board of Directors has been distributed to Rotary clubs throughout the world.

Called together for two days to study education problems in Rotary, the committee found each of its members determined to work out a permanent contribution to Rotary and, with the encouragement of President Everett W. Hill, remained in session six days and nights. The result of this intensive study, research, and discussion was the development of what the committee believes will be a means of making education in Rotary standard in clubs throughout the world and in providing Rotary clubs with a chart of Rotary topics that develops each of the six Objects of Rotary to its final analysis.

The International Committee on Rotary Education was told by President Hill, on being assembled, that the brunt of the work of developing his program for the year would fall on its shoulders and that he had given most careful consideration to its personnel for that reason. Carl Faust, of Jackson, Mississippi, is chairman of the committee. He was a charter member of the Rotary Club of Jackson, has served on most of its committees and on its board of directors. He has been vice-president and president of the club, governor of the district, and last year was a member of the Convention Committee. John Andrew, of Longmont, Colorado, has a similar Rotary history in his club and was last year governor of his district. Marvin Goodwin, of Clinton, Missouri, has the same sort of history and was also governor of his district last year. Charles A. Newton, of Chicago, Illinois, was the ninth man to be invited to join the original Rotary club in Chicago in 1905, is the fifth Rotarian in point of seniority in the world today, has had many important committee chairmanships that have shaped Rotary history, and was last year president of the Rotary Club of Chicago—old No. 1. Anthony J. Smith, Jr., of Pittsburgh, Pennsylvania, the fifth member of the committee, is perhaps

one of the best known Rotarians in the eastern section of the United States. He too has been committee chairman, director, vice-president and president of his Rotary club and served a most intensive year as governor of his district. Last year he was a member of the International Board of Directors and as such was chairman of the Board Committee on Surveys and Elections, which is virtually the membership committee of Rotary International in that it passes upon and finally determines the qualifications of clubs wishing to join Rotary International.

"I think the task before us is to 'sell' Rotary to every member of every Rotary club," Chairman Carl Faust told the International Council. "We have a plan that may not entirely reach that end, but we believe it will go a great distance toward that end. We believe that if our plans are carried out they will solve some of the problems of Rotary clubs in all countries. In the membership of our committee we have one member who comes from a club of 427 members, one from a club of 268 members, one from a club of 89 members, one from a club of 35 members, and one from a club of 34 members. The committee therefore believes that the plans submitted to Rotary clubs from this committee will work in any size club.

"WE HAVE to submit to Rotary clubs four things. The first is a standard outline of Rotary Education. That is going to all clubs, and we hope they will keep it in their files for use for all time—at any rate through this year until the next committee produces something better. Second, is a plan of a Rotary school. That is permanent. Third, a plan for educating the public as to Rotary. That is permanent. Fourth, special programs of an educational nature.

"Rotary is the name of an organization which has for its purpose the achievement of certain objects. I have been bothered at times in telling a man just what Rotary is. Some members of this committee brought up that thought. That leads up to the six Objects of Rotary.

"We took these six Objects and placed them in this standard outline which is going to your clubs. Then we consolidated and summed up those six Objects

putting them into the following general terms:

"First, acquaintance to bring about understanding.

"Second, fellowship to establish goodwill.

"Third, friendship to encourage brotherhood.

"Fourth, fair dealing to create confidence.

"Fifth, service and helpfulness.

"Then we went farther and analyzed those five general subject headings. This analysis was with this end in view: I know that some clubs want to develop Rotary education in their clubs and are trying hard to do it. I know some clubs, particularly some small clubs, have a habit of having members talk once every week on some phase of Rotary but after they take up the code of ethics they are just about through. Our hope is that they will use this outline to build up five-minute talks or full programs. It covers, in our judgment, almost every phase of Rotary, not only locally but internationally. You will find attendance, classification, and other club problems included there.

"Now the second suggestion we make is the Rotary 'school.' We have tried it in our clubs. There is nothing that will help develop Rotary education as much or as effectively as this 'school.' The probabilities are that in a small club they can have four evening meetings.

"The fifth recommendation is with regard to taking in new members. In my judgment there is where we can lay the foundation of Rotary education—when we take a man into our club. I know clubs in my district that have a turnover of ten or fifteen members a year, I know of other clubs that have no turnover. I know of one club of ninety-four members that has had a turnover of three members in nine years, because they bring their members before the Board of Directors after the member has been passed on and there they tell him what a Rotary club is."

After the program of the Committee on Rotary Education had been approved by the International Board of Directors and the thanks of the Board were extended to the committee for its work, recommendations were made that the three principal items, and particu-

larly the Standard Outline of Rotary Education, be printed in **THE ROTARIAN**. The chart of Rotary subjects and topics from the Standard Outline of Rotary Education, the general plan for the Rotary "school" or forum, and the plan for educating non-Rotarians follow in the order named.

SUBJECTS AND TOPICS FOR PROGRAMS : AND SPEECHES OR FOR INDIVIDUAL OR GROUP STUDY

All ideas with respect to Rotary and its Objects are easily absorbed and understood. The topics here given are designed to be used singly or in related groups as subjects for three- or five-minute talks, more lengthy addresses, or the basis for entire programs. From these may be obtained suggestions for introductory remarks for speakers or programs based upon any activity.

I. ACQUAINTANCE—to Bring About Understanding:

A. Of Rotary International (with reference to):

1. Its History and Development.
2. Organization—Constitution and By-Laws.
3. Administration.
4. Qualifications for Membership—Relation of Clubs to this subject.
5. Objects.

B. Of the Club (with reference to):

1. Its Organization—Constitution and By-Laws.
2. Classification.

3. Membership Qualifications and Procedure.
 4. Relation of the Member to club.
 5. Attendance Requirements.
 6. Relation to Other Organizations.
 7. Relation to the Community.
- C. Of the Individual (with reference to):
1. His Responsibility
 - (a) To Club.
 - (b) To Community.
 - (c) To Humanity.
 2. Development of Acquaintance
 - (a) Club.
 - (b) Community.
 3. Development of Understanding
 - (a) Community.
 - (b) National.
 - (c) International.
 4. Inter-City and International Meetings.
 5. Participation in Conference and Convention Attendance.

II. FELLOWSHIP—to Establish Good Will

A. Development of

1. Within the Club.
2. Between Clubs.
3. In Rotary International.

B. Cultivation of In Business.

- C. Promotion of
 1. Within the Community.
 2. Between Communities.
 3. Among Nations.
- D. Practice of Courtesy and Hospitality

III. FRIENDSHIP—to Encourage Brotherhood

A. Development of

1. Between Club Members.
2. Between Clubs.

B. Friendship in Business

- C. Friendly Relations in the Community
 1. Individual, Commercial or Professional.
 2. Civic.
 3. Social.

D. Rotarians as Members of a Great International Brotherhood

E. A Brotherhood of Nations

IV. FAIR DEALING—to Create Confidence

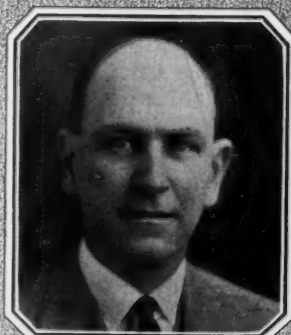
- A. Cultivation of, in Business
- B. Inspiration of, in Public Life
- C. Promotion of, Between Nations

V. SERVICE—and Helpfulness

- A. The Service of a Rotarian to His Club
- B. The Rotarian's Service to Society in His Business or Profession
- C. Community Service
- D. Obligation of "Service First" in All Our Relationships

Plan for a Rotary "School" or Forum

The Rotary "school" or forum is conducted by the club's Committee on Rotary Education or a special committee appointed for the purpose. The chairman of the committee is the "dean" or "principal" and the other members "instructors" or "faculty." If a special committee is appointed care should be exercised to select men well grounded in Rotary. Past presidents and chairmen of committees make excellent material, in which case the chairmen of committees could act as "instructors" when the subjects discussed are the subjects of their committee work. Each course of the "school" consists of four successive weekly meetings (either regular meetings of the club or special meetings for (Continued on page 63.)



JOHN ANDREW
LONGMONT, COLORADO



CARL FAUST
JACKSON, MISSISSIPPI
CHAIRMAN



ANTHONY W. SMITH
PITTSBURGH, PENNSYLVANIA



E. MARVIN GOODWIN
CLINTON, MISSOURI



CHARLES A. NEWTON
CHICAGO, ILLINOIS

HERE is Rotary's Committee on Education which has prepared an all-embracing program dealing with Rotary principles and objectives.

Business Maxims—Old and New

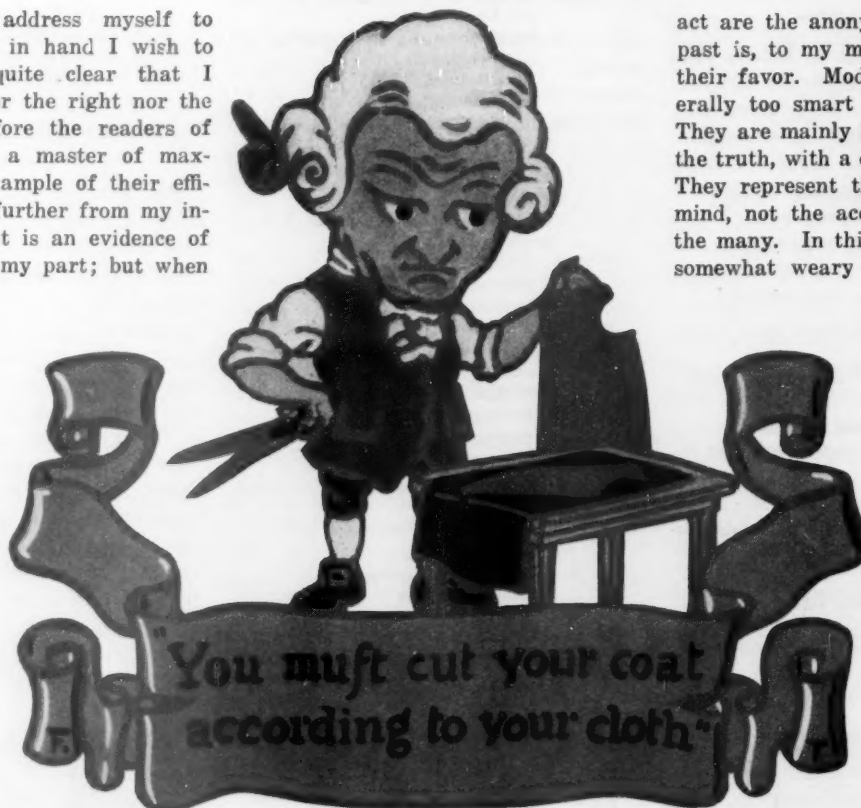
*Said the philosopher: A maxim is
one man's wit and all men's wisdom*

By WILLIAM J. FINLAY

Decorations by Fay Turpin

BEFORE I address myself to the matter in hand I wish to make it quite clear that I have neither the right nor the desire to pose before the readers of THE ROTARIAN as a master of maxims or a living example of their efficacy. Nothing is further from my intention. Perhaps it is an evidence of total depravity on my part; but when an omniscient stranger, on a tour of this planet, recently treated some of my fellow-Rotarians and myself to a lecture on the first principles of commercial dealing, or the "whole duty of man as man," with an appendix on the whole duty of a Rotarian as an angel, I confess that I began to squirm on my chair, the old Adam rose within me, and I asked myself, "Does this kind gentleman think he is addressing a collection of lapsed masses, a Hottentot Sunday School, a primary class in civics, a band of angels, or a gathering of business men representing the industries and energies of a modern and an enlightened city?" And so when I venture to take up my pen upon a Business Man's Maxims, you need have no apprehension that I am going to irritate you either with the presentation of impossible deals, or by thrusting upon your notice, as if they were a fresh revelation, those elementary rules of conduct which we have all known since we knew anything, and which all of us make an honest effort to observe.

It is possible to live without forming any very satisfactory scheme of life as a whole, but it is impossible to live with any degree of success without forming, or at least acting upon, some rules for the living of our own lives. Fortunately we are not required to formulate these rules for ourselves. They have been handed down in oral and written form since the earliest times. In fact these rules are the tested out-



put of experience; and it will be found that very few of even the most original-looking business epigrams are anything but a modern setting of an old saw. For instance, "See how far you can go, and then go as far as you can see." What is this in reality except the good old maxim, "Look before you leap?" And yet even the wisest maxims never cover, and were never meant to cover, every case. Each of them is blessed with those exceptions which prove the rule. I wonder how many of us would be just where we are today if we had never leaped before we looked? But even in those cases of the lucky leap I fancy we saw something before we took the jump, not with the eyes of logic perhaps, but with the keener eyes of instinct, the vision of the inner mind. "Follow your impulse" can never be a business man's maxim; it would not do as a general rule. But we can all remember occasions when we decided on a vital question with our eyes shut, and afterwards found it was well they were not open. Maxims are liable to exceptions.

The fact that most of the maxims on which we consciously or unconsciously

act are the anonymous product of the past is, to my mind, a great point in their favor. Modern maxims are generally too smart to be sound or true. They are mainly brilliant inversions of the truth, with a cynical touch in them. They represent the wit of one clever mind, not the accumulated wisdom of the many. In this age of ours we are somewhat weary of the purely intellectual type. We are turning back to common-sense as a safer guide. The brand new maxims invented by the intellectual heads of the Russian state have not been of any perceptible use to the Russian business world. In fact, sound maxims cannot be invented. They grow in the soil of experience; and though some

striking hybrids have been obtained by intellectual horticulturists on both sides of the Atlantic it is generally found that, though the hybrid may gain attention by its novelty, the new maxim produces no more fruit than the old.

LET us, before considering a few of the old rules of business, refer to a few of the new texts which are issued in the form of maxims. Many of them refer to the mood in which we should do business and the mould of mind in which we should strive to cast ourselves as business men. For instance, some time ago I observed these Pearls of the Newer Wisdom quoted in our local press—"Do anything you like; let men lie about you; condemn you; but don't let them ignore you." That this is not the outcome of experience is obvious at the first glance. A man who does anything he likes in order to gain publicity is not likely to be ignored, but the form of recognition he is sure to receive is not one that he is likely to boast of, or embody in a maxim for the guidance of his sons. Maxims inculcate wisdom. Again—"A successful advertiser can change the mind of a

million people in the morning." Here again the voice of experience is silent. Every man who has had any experience in advertising knows that advertising pays; but he also knows that miracles are not wrought in a morning, that the first insertion does not revolutionize his trade, and that the public mind cannot be moulded in a moment. If it could, customers would change every day, and no man's tenure of trade would be worth more than twenty-four hours' purchase. This statement, then, is a travesty of the facts; its extravagance is its condemnation, and its alliteration is its only merit. Maxims are sensible things. One more—"Don't grumble about the world; change it." This is a first-class example of the high-flown bunkum that now passes for heroic optimism and drastic common sense. But that it is not a maxim on which any rational being could dream of acting is obvious to the most shallow mind. For what does it recommend as the alternative to a complaining pessimism? Nothing less than the changing of the world!

How differently a real maxim on this subject would have run! Experience would have known that we cannot change the world, but that our attitude towards the world can be changed; as indeed experience recommends in such maxims as, "Make the best of things"—"Look on the bright side." Maxims recognize the facts.

AS to the subject itself — Business Maxims—Old and New—I do not assert that every one of us has a code of rules on which he runs his business. Even the up-to-date motto on the office wall, which in the first flush of its witty appeal was so impressive, has been known to look straight at the desk for a whole month without ever catching the business man's eye! But we all know that at critical moments and when vital decisions have to be made, and often too, on minor occasions when we are not quite sure what to do, suddenly some word of wisdom, which perhaps we wrote in a copybook, years and years ago, or which we heard or read somewhere, comes flashing through the mind, illuminates the whole problem, and, by bringing into the light some factor that we had quite overlooked, clears up our difficulties and enables us to

make up our minds. That is the real use of maxims—they come to our aid in emergencies. "Nothing venture, nothing win," has put many a big deal through; "Look before you leap," has kept many a hand from signing a foolish agreement; "Business is business," even if it has stifled many a qualm of conscience, has reminded many a soft man that a touch of hardness is essential in the battle for existence; and even that low-toned and low-motivated maxim, "Honesty is the best policy," if it never turned a knave into an honest man, may have kept an honest man from sailing too close to the wind.

I remember reading somewhere that some objects of thought lie in the inner circle of our minds, and others in the outer circle from which they at certain times emerge and advance into the limelight. Maxims, I think, lie in the outer circle and when they see we require them, they step forward into the light. One might think of them as prosaic angels, robed in homespun mother-wit; nothing flighty or radiant about them, but always on the spot and ready to do their bit. Or perhaps, as they are the product of experience, one might think of them as the children of man's subconscious mind, embodied once upon a time in the form of plain words, and ever since then ready to run into the conscious mind at a moment's notice. However we account for it, it is a strange fact that just when one is hard put to a solution, some maxim, strangely apt, is likely to occur in one's mind. Maxims occur; we don't have to search for them.

Other callings, arts and professions, including the politician's craft, may indulge in fantastic maxims. We see how the ideals of art, music, literature, and politics change; what is good art, music, literature, and statesmanship today, may tomorrow be scrapped as

obsolete and even described as absurd; and so may their maxims. But the maxims of business have to be sensible, for they are tested by the rules of arithmetic. Two and two are neither five nor three, but four; and the most primitive method of counting at the dawn of commerce, proceeded on the same mental laws as the most elaborate bookkeeping of the most modern counting-house. We can safely say that the maxims of business must be sound and must be in harmony with the business maxims of the past, not, of course, in relation to methods of business, but in relation to those principles of honest dealing on which sound business depends, has depended, and always will depend. A business man's maxims are based on mathematical laws.

BUT there are other laws with which these maxims must conform. Long before psychology was invented as a science and an art, men who had to bargain with their fellows got an instinctive inkling of the working of their fellows' minds. And as this knowledge and the power to use it make up what we now call psychology, one may fairly assume that the first practical psychologists were the men who engaged in trade, the business men. Let us suppose a case in the far-off days of barter. Here is a rustic who owns some sheep and wants a horse; and there is another rustic who owns a horse and wants some sheep. The first man wants to find out how much the second man desires the sheep, and the second man wants to find out how much the first desires a horse. To do this each of them has to explore the workings of the other's mind; to observe how it responds to words, looks, and actions, and to decide what is the exact moment when the sum of these influences will bring the other's mind to the swapping point. Incidentally each of these bargainers learned to understand his own mind; this knowledge of himself and of others as mental agents was handed on to his sons; transmitted by them with additions; and ultimately a method of practical psychology was invented, which, in its essence is the same as that by which our modern capitalist brings off a deal in millions and you and I close a transaction in thousands or in hundreds or in units. Maxims (Cont'd on p. 55.)



Rotary and Boys Work

Whatever we may consider most essential in Rotary, it is the boy who must "carry on"

By HART I. SEELY

Chairman of Boys Work Committee of Rotary International

"Remember there is only one thing on God Almighty's earth you can make a man of—A Boy."—Sunshine Hawks.

"WE recognize the spirit of the Third Object of Rotary and the importance of Boys Work as an expression of a Rotarian's activity in the community but we are also impressed with the fact that Boys Work, essential in the ultimate program of Rotary International, underlies the spirit of the Second Object of Rotary—Business Methods—and contributes basically to the accomplishment of the Sixth Object—International Good Will."—From the Report of the Committee on Boys Work to the Board of Directors, August 2, 1924.

The third Object of Rotary is "The application of the ideal of service by every Rotarian to his personal, business, and community life"; the second is "High ethical standards in business and professions"; the sixth is "The advancement of understanding, good-will, and international peace through a world fellowship of business and professional men united in the Rotary ideal of service."

Two great Rotary ideas, Business Methods and Boys Work, are being discussed at the present time more than others, and this has been brought about by the very able articles of William Moffatt on "What Is the Real Mission of Rotary?"

Rotarian Moffatt says in his article in the July Number of THE ROTARIAN, "I believe in and am enthusiastic about Boys Work. Boys Work is indisputably a necessary Rotary task. It is one of the tasks to which the Social and Paternal heart of our movement will always feel attracted, and quite rightly too. I am concerned, however, to stress that A task is not THE task or the main mission. We must not confuse secondary tasks, however necessary and important, with primary ones."

Moffatt's idea is that THE task of Rotary is in Business Methods and not Boys Work. I am in accord with Moffatt partially, for there is no question of doubt that there is a great field of usefulness for Rotary in this important question of Business Methods, but I cannot agree with his conclusion that Business Methods is "THE Task of Rotary."

We cannot hope to bring about a revolution of Business Methods in a single year, or in a single generation, but by establishing principles or correct conduct in our future business man today, when they assume their positions in the commercial world tomorrow, practices will be inevitably elevated to a higher plane. As a foundation stone for international peace, the seeds of right thinking and generous acting must be implanted in the heart of the youth so that he may think along international lines.

It is too late to start with man after his character is formed. We have only to look around us in every-day life to realize the truth of this. Moffatt in his article in THE ROTARIAN for July admits the tremendous difficulties of putting over his program and frankly states, "How to get through them or around them, I'm quite unable to say." The answer is through Boys Work.

The St. Louis Convention of Rotary International adopted a resolution containing the following statement concerning Rotary and Boys Work:

Boys Work by a Rotary Club is inspired by the purpose to develop boys into good citizens.

For the accomplishment of this purpose the Rotary club seeks to promote a betterment of the situation of the boy at home, at school, at play, and at work. The Rotary club's aim is to assist each boy to attain his full mental, physical, and moral development, so that he may be fully prepared to meet the test of citizenship and the problems of the business world, and in so doing, be encouraged to adhere to the highest code of ethics in his social and commercial activities. Specific expression of the interest of a Rotary club in the welfare of boys may be as broad as the desire of that club and the opportunity afforded in its community. In its Boys Work the Rotary club preferably will co-operate with existing welfare agencies, but may create new agencies where they are required.

Rotary says: Today our boys are just boys—tomorrow we want them to be good citizens.

In this statement it will be seen clearly that Rotary's primary idea in Boys Work is to develop good citizens, to prepare the boys to meet the test of citizenship, and the problems of the business world, and in so doing encourage them to adhere to the highest code of ethics in Social and Commercial activities. Surely, no one who reads this carefully can over-estimate the position of Boys Work in Rotary and regard it as the primary movement.

The resolution further states:

The Rotary club's aim is not the establishment of a separate and competing organization, but the educating and stimulating of public opinion as to the value of affording every boy the opportunity to attain his full mental, physical, and moral development.

It is a misconception of Rotary to construe its desire as being to supersede or minimize any existing Boys Work agency. Rather does Rotary seek to coordinate and amplify the efforts of these better-fitted agencies. Our Boys Work is inspirational and I can conceive of a Rotary club functioning perfectly in this major activity, yet at the end of the year being unable to point to any specific visible monument and say, "Rotary did this." If Rotary has not implanted in the hearts of its members the insistent desire to engage themselves actively in the various other worthy uplifting organizations to which they belong, it has failed of its major purposes. Thus, our Boys Work is really a problem of leadership and co-operation rather than active participation *per se*.

The true Rotary heart would rebel at being deprived of its normal desire to exemplify Rotary's teachings in Boys Work. Nor do I believe it could be legislated out of Rotary. It is here to stay, and rightfully belongs in the prominent position it holds today.

I can see no reason for controversy over these two all-important movements, because Rotary is big enough to have more than one objective; so on the contrary I feel that we should go forward, arm in arm, with no question as to which idea is of greater importance, or better exemplifies our fundamental conception of service.

IN the program for the year, the Boys Work Committee emphasizes again the importance of actively encouraging and assisting existing Boys Work agencies and stresses the fact that Rotary should be a propagandist in Boys Work and should not attempt to do that which other organizations "dealing with boys that have long and honorable histories" are doing. Rotary is urging its members, individually, to throw their weight and influence to what are known as straight-line organizations for Boys Work and to take an active interest in some boy or group of boys.

It is easy to say "let George do it," and in so speaking to imply that there

are other organizations to carry on the work. But there is no straight-line Boys Work organization constituted in the manner of the service clubs. Here we have the business men of the community. If these business men are not interested in the boys, actively interested, so that they will take some of their time to help in this problem, what can we expect for the Business Methods of the future? We may all heartily agree that Business Methods is the real mission of Rotary, and that the improvement of these is our most important plank, but what is going to be the future if in the improvement of Business Methods today, we do not give a vision to the citizens of tomorrow? Rotarians may find the trail through the tanglewood and underbrush but the trail should be blazed so that the boys may follow.

"What of the business man whose hobby in his business?" says Moffatt. "The man who loves his business, gives all of his waking hours to it, and is proud of it, surely a person of much significance. . . . Tell such a man to take Rotary to his business and show him how to do it and you have given him a man's job in a place where he is 'Johnny on the spot.' If he will serve Rotary at his business, he will be building greater than if he went on a committee to insure that the wheel went round at lunch." But if at the same time, that Rotarian whose hobby is his business and who loves his business, and is willing to take Rotary into his business, will show the boy, today, the citizen and business man of tomorrow, how to keep that business the pride that it is, and the glory that it is, that man will be building better than he knows or can estimate. He will be building what no Boys Work organization can build. He will have given the personal, intimate touch to a boys life which builds strength, stability, and character.

"Must business men joining an association of business

men be told to keep off the business grass and tie on to Boys Work?" No, by all means, no. Take down all the signs, "Keep off the grass," but ask the boys to come on the grass with you. Let's forget once and for all that Boys Work is organizing Boys' Clubs, giving them a place to play billiards and ping-pong, to have a debating society, to develop an athletic team or a Boys' Band, but let's realize that Boys Work, primarily, is the development of citizens, is the giving to the boys a working knowledge of the best things of today upon which they may build for tomorrow. If we recognize this fact we realize that there can be no successful Business Methods program in Rotary which does not include the business man of tomorrow.

ROTARIAN MOFFATT says, "Rotary is a new voice in the world of business, a call to representative men to re-shape the modern world along straighter, sweeter, more merciful, and more humanistic lines." But what shall it profit the man, or the world, if we

gain all this for the present and do not persuade the citizen of the future?

If "Rotary exists to introduce moral and ethical conceptions into the whirlpool of modern competitive industrialism," then let us have formation in the lives of the boys today rather than reformation in the men of the future. The day will not come when Rotary will be able to say, "Look at our non-political, non-sectarian solution," unless the boys of today are trained to realize that the principles and the conceptions of business which Rotary is striving to instill are given to the business men of tomorrow. We must make the boys our junior partners.

Let the Rotary badge be the guerdon which will signify to the boy that here is a vitalized ideal which succeeds and makes for successful business men. The success of the purpose of Rotary will depend not only upon the Rotarians of the next ten years but also upon the citizens of the next generation. If the Rotary ideal cannot live into the next generation then we have failed in the real mission of Rotary—that real mission being Better Business Methods.

Boys Work may be a necessary and praiseworthy incidental in Rotary, it may be merely an illustration of surplus power applied to outside factors but as an incidental activity it is a peg which if removed will break down the whole framework of Rotary because it is the material with which we build for the future. We agree with Rotarian Moffatt that our real job is taking Rotary to our business, but we would go farther and say that we should take Rotary to our business in such a big, wholesome way that the boys who are to follow us, will catch the Rotary vision.

Therefore, the Committee calls upon Rotarians—everywhere—to interest themselves in Boys Work, not as the primary activity of Rotary, but in boys, as the medium which will carry on tomorrow the work which we establish today.

For Better Citizens

A Father's Aims

By E. G. MEEKER

For Myself I Aim—

TO be to my boy a playfellow as well as a counsellor and guide.
To take my boy into my confidence to an ever-increasing degree.
To prove to my boy that I have a sympathetic understanding of his various moods, ambitions, enthusiasms, and problems.

Never to show myself too tired or too busy to find time to talk with him about his interests or troubles.

To consider my boy as a co-worker and never as a little "servant."

To so work with my wife that our boy will know that Mother is to be respected and helped, as well as loved.

To best carry on my responsibilities as husband and father by establishing for myself a philosophy that will enable me to approach each day with a pioneer spirit—defying depression and making hope and happiness dominant.

I Aim To Teach My Boy—

Never to be sorry for himself, but to face whatever experience comes as he thinks a man should face it.

To be self-reliant and resourceful.

To consider the opinions of others open-mindedly, that he may have independent opinions and make just decisions.

To be courteous in speech and manner.

That he can face the world cheerfully and fearlessly if he always speaks the truth and does honest work.

To recognize the value of a strong, healthy body.

To see the relationship between mental and physical work and to use well both his mind and his hands.

That his mind, as well as his body, needs plenty of good food daily.

The right principles of money-earning and money-spending.

The value of time and effort—his own and the other fellow's.

Never to be cruel to any living creature.

To resent wrong and never fail to stand for right at whatever cost.

To look for good in everyone and in every experience.

To respect constituted authority and, gradually, to assume the obligations of citizenship.

That devotion and reverence are due the Power that governs the universe

An Experiment in Civic Training

By GEORGE CHAPIN

Bureau of Business Research, University of Illinois

A ROTARIAN at the University of Illinois has been engaged in the interesting work of training eighteen seniors for community service. Dr. Charles M. Thompson, president of the new Urbana, Illinois, Rotary Club, is the instructor. He is also dean of the College of Commerce and Business Administration at the University of Illinois.

These eighteen seniors plan to become Chamber of Commerce secretaries and to this end have been studying the duties of the secretary and the functions of the Chamber of Commerce. The course, which they have taken, is regarded as an innovation in business education at major universities. It was introduced last February by Dean Thompson, after long service in Chamber of Commerce work. As one of the organizers of the Illinois Chamber of Commerce and an official in that organization for years, it is doubtful if any other man in Illinois has addressed as many Chamber of Commerce audiences or has taken more prominent part in the work. It was only natural, therefore, that the Illinois Chamber of Commerce and the Illinois Commercial Secretaries' Association should urge him to inaugurate the new branch of instruction.

One condition for the innovation was that Dean Thompson should have the active support of the secretaries of the state. They promised. The dean is a man of action. It was not long until he had arranged for twelve of them to come to the campus to tell his students about their experiences and knowledge of Chamber of Commerce work.

By this plan which the dean adopted at the outset, he brings one of these secretaries to the College of Commerce each Thursday. The visiting secretary spends the day in holding conferences with prospective secretaries and also devotes fifty

minutes to the class, speaking on the special phase of Chamber of Commerce work in which he is regarded as a specialist. The program arranged by Dean Thompson for the last semester is given below. The subjects of these talks and names of the speakers indicate the wide range of the lectures and their practical value.

Committee and Bureau Work—J. N. Sletten, secretary of the Kankakee Chamber of Commerce, and also secretary of the Illinois Commercial Secretaries' Association.

Trade Extension—Paul B. Murphy, secretary of the LaSalle Chamber of Commerce.

Campaigns—C. E. Jenks, secretary of the Springfield Chamber of Com-

merce, and president of the Illinois Commercial Secretaries' Association.

Membership and Finance—J. H. Hudson, secretary of the Bloomington Chamber of Commerce, and T. R. Moss, an official of the Illinois Chamber of Commerce.

Institutional Co-operation—Harold Pogue, secretary of the Decatur Chamber of Commerce.

The State Chamber of Commerce—Harvey T. Hill, secretary of the Illinois Chamber of Commerce.

Traffic Management—Ralph M. Field, secretary of the Peoria Chamber of Commerce.

Civic Affairs—Allan T. Gordon, secretary of the Danville Chamber of Commerce.

Industrial Development—C. J. Kellem, secretary of the Joliet Chamber of Commerce.

City Planning—W. R. Hardy, managing editor of the Decatur Herald.

The Ethics of the Profession—Robert B. Beach, business manager of the Chicago Association of Commerce.

Because the backbone of a Chamber of Commerce is its finances, and because the income of the organization is derived from memberships, two weeks, as has been indicated above, was set aside for a thorough discussion of the fundamentals of financing a Chamber of Commerce and obtaining a large and active membership.

The class met twice each week. As the secretaries occupied the Thursday periods, Dean Thompson set aside each Tuesday for a personal address to the members. He talked on the subject that had been scheduled for the week and also supplemented his remarks with much timely advice to the young men about the problems that they will meet. This arrangement with the secretaries also enabled him to address, in turn, Chamber of Commerce audiences in all parts of the State. He averaged one talk to such audiences each week.

(Continued on page 58.)



Dr. Charles M. Thompson, dean of the College of Commerce and Business Administration at the University of Illinois, has inaugurated something new in college courses. He has been engaged in the training of eighteen seniors who plan to become Chamber of Commerce secretaries, or to undertake other activities of the Chamber. Dean Thompson has seen many years' service in Chamber of Commerce work, was one of the organizers of the Illinois Chamber of Commerce, and he is also president of the Rotary Club at Urbana, Illinois.

How a Business Code Is Built

Some practical suggestions for preparing a code based on the experience of trade and craft associations

By ARTHUR H. SAPP

Chairman of Committee on Business Methods of Rotary International

"NO NATION could weave a yard of cotton without ethics." David Hume was a philosopher with vision, and in that statement he recognized that the Golden Rule is the greatest business asset of any nation. If this was correct philosophy in the comparatively simple man-to-man business days of Hume, how tremendously important are the ethical principles of our complex business life today!

Edward S. Van Zile in "That Marvel the Movie" tells us that 50,000,000 people, or one-half the population of the United States attend the movies each week. Reduced to hours that means 100,000,000 hours, or 11,427 years of leisure each week spent in that greatest business and social phenomenon. These remarkable figures are as nothing when compared to the hours and years spent in gainful occupation by the citizens of the civilized nations. Considering the influence of business upon the smallest as well as the most important of the world's relationships, it is easily recognized that the apostles of the Golden Rule, as applied to our everyday business relationships, have the world's greatest opportunity.

The greatest single barometer of the ethical advancement made by the business world during the past ten years is the widespread adoption and observance of codes of standards of correct practice. Due largely to the influence of Rotarians, over sixty craft organizations have adopted codes in the past two years.

Complex business relationships have demanded written principles as guides for business and professional men everywhere. Men no longer ask "Why a Code?" Experience has proved the code's value, and the spread of code popularity among national organizations of various crafts is the answer to the skeptic. The rapid increase in code writing is the re-

sult of intelligent thinking among craftsmen with the consequent demand for agreement—within a trade or profession—upon definite standards of correct practice.

Is there a correct form of code? The answer is that experience has demonstrated what forms are ineffectual, and what forms produce the desired result—standardization of conduct in both the simple and complex relationships of business life. Probably the perfect code has not yet been written. A thing so important must be the product of evolution. Generally speaking the framework of the correct code today is elemental enough to be the framework of the code of tomorrow. Correct business practices are, in the concrete, as fundamental as truth itself. Therefore what has come to be known as the model framework for an adequate code, largely the work of former Business Methods Committees of Rotary International, covers very adequately all of the fundamental relationships of any business or profession.

We are told that there are five characteristics of an adequate code:

- 1—It should be made up of directive rules of conduct.
- 2—It should be definite and concise.

3—It should follow a certain logical form, as recommended in the model framework.

4—It should completely cover all phases of business or professional relations, in which there is an ethical element of right and wrong.

5—It should not be expressed as beliefs, aims, principles, pledges; agreements, affirmations of ideals, etc., but should be expressed as plain "Shall's" and "Shall Not's."

It will be noted that some of the rules of conduct, quoted here from different codes, would be materially strengthened by substituting "shall" for "should." The use of "shall" insures a definitely directive rule of conduct.

Framework for a Code

THE model framework for an adequate code provides for a preamble, eight sections, and a rear-word. The first six of the eight sections state the rules of conduct for each one of the relations which arise out of any business or profession; the seventh section deals specifically with contracts and specifications; the eighth section deals with the big, reprehensible "Don'ts" of the trade or profession.

The characteristics and elements essential to an adequate code are illustrated in the code excerpts which follow. In order that this exhibit may also demonstrate that these elements and characteristics are applicable to all trades and professions, each part or section of an adequate code is illustrated with an extract from the code of a different trade or profession. The preamble is taken from an ice industry code, the first section from a banking code, and so on. The heading of each part or section is followed by a concise description of its scope. These headings and descriptions are taken from the "model

Some Possibilities of a Code

THE adoption of codes of ethics by various associations of business or professional men has, of late years, become increasingly popular. By such action these associations have been able to settle many disputes, to get rid of much that is either obviously opposed to ethical business or which is of dubious value. But more than this these associations have been able, through these instruments, to establish public confidence as well as to promote private enterprise. For all of these reasons, a careful study of code writing is advisable for every man who has the best interests of his vocation at heart.

There are, however, two things which should be carefully kept out of any business code, if we would secure the best results. The code must clearly indicate that it is what it proclaims itself to be, and not a device for promoting closer association of manufacturers simply for their own benefit. The code must also demonstrate that it is not the handiwork of "holier than thou" minds, that it does not assume to say the final word in morals, but merely to suggest lines of thought, leaving the individual to trace out the ramifications for himself.

When tackled from these angles, when written in the spirit of helpful service rather than of solemn pronouncement, the code becomes a help to the manufacturer or dealer and an implied promise to the man in the street, as well as the employee.

Realizing these possibilities of the business code, Rotary has earnestly advocated its use. It is gratifying to note that in the past two years some sixty organizations have drafted and adopted codes, by which their members are guided and which in turn are already having some effect on international relations.

framework" as found in the new Rotary pamphlet on codes and code writing, written by Guy Gundaker, immediate past president of Rotary International.

PREAMBLE

THE preamble states the exact title of the craft for whose guidance the code is written, the qualifications for membership, and the personal character qualifications of the proprietor or executive officer, if it be a corporation.

(An excerpt from the Preamble of the Code of Ethics of the Oklahoma Ice Manufacturers' Association serves well to illustrate this part of a code):

"This Code of Ethics is hereby approved and adopted by the Oklahoma Ice Manufacturers' Association for the purpose of standardizing Rules of Correct Conduct and Business Practice for all those engaged in the manufacture of ice and its distribution, in the State of Oklahoma.

"Realizing that a business receives its character and soul, as it were, from those in command, it must be necessary, in order for the fine character and soul you would wish to be reflected in your business, that the directing head be a man of morality, physically fit, of the highest integrity, of established reputation, with honesty unquestioned and of credit standing in his community. He must be thoroughly trained and experienced in the manufacture and distribution of ice."

RULES OF CONDUCT GOVERNING THE RELATION OF EMPLOYER AND EMPLOYEE.

THE Rules of Conduct under this section include methods of employment, assimilation of new employees, opportunities for advancement, training, permanency of occupation, working conditions, discharge from service, disputes, recreational facilities, etc.

(The illustrative rules under this section are taken from the proposed Code of the Wisconsin Bankers' Association.)

"The banker shall educate his employees in the technical and practical phases of the banking business, not only for their own advancement, but for their increased efficiency as units in the banking business, and shall aid them at all times in studying the theory and practice of banking, in order that they may develop and progress in their chosen profession.

"He shall aid the employees in every way to make of themselves honorable and upright men and women, and a credit to the banking profession and the community. He shall aid them by personal contact to better themselves.

"He shall be sympathetic with the employees in trouble, and give them assistance if necessary.

"He shall employ, wherever possible, labor-saving devices to lessen the work and aid the employees to make themselves more efficient.

"In hiring employees he shall show no discrimination, based on affiliation or non-affiliation with people in similar employment, nor on religious or political affiliations.

"Employment or dismissal shall be on the basis of ability or disability to perform the work desired. He shall promptly weed out any employees who are dishonest or who have incorrect views on business methods, or are inefficient or incapable.

"He shall study and know the individual ability of his employees, so that he may place them in positions for which they are best suited, and promote them as opportunity offers. All advancement should be made solely on the basis of merit.

"He should consider the interest of the young men and women starting in the banking business, and should allow no detrimental influence over them. He should spare no reasonable effort to make finished bank employees and good citizens out of these young people entering the banking business.

"Continuance of employment should be guaranteed for faithful service, and industry, loyalty, ability, and unusual effort should be rewarded.

"He shall not permit the unusual employee to overwork by taking on unjust burdens.

"Pay-days should be arranged on shorter periods than a month, as an economic advantage to the employee.

"He shall instruct his employees as to the correct standards of practice in the conduct of the banking business, so that the Code of Ethics of the Wisconsin Bankers' Association will be carried into effect by every employee.

"He shall insist upon his employees taking annual vacations in order thus to safeguard their health, and shall also provide healthy surroundings, of both physical and moral character.

"He shall not criticize employees or try to belittle them before clients or fellow-employees, but shall make it a practice, if any correction is necessary, to do it in a kindly but firm manner.

"The employee shall faithfully perform all the duties of his position, sincerely strive to serve the best interests of his employer and loyally follow the rules and regulations made for his guidance. He shall enthusiastically support the ethical standards of practice on which the reputation of his employer stands, and be ready at all times to cooperate willingly with his fellow-employees in promoting efficiency of operation and high standards of service. The employee shall feel that

his interest in the success of the business is no less than that of his employer.

"The employee shall educate himself, and strive to grow in capacity for service, without, however, degrading his effort by measuring such service in terms of dollars and cents."

RULES OF CONDUCT GOVERNING THE CRAFTSMAN'S RELATIONS WITH THOSE FROM WHOM HE MAKES PURCHASES.

THE Rules of Conduct under this section include treatment of salesmen, (audience, interviews, truthful statement of facts, etc.), purchasing methods, condition of purchase, containers, f. o. b. delivery, quality purchases, etc.

(The illustrative Rules of Conduct under this heading are selected from the Code of Ethics of the National Wholesale Men's Furnishings' Association.)

"Members shall extend courtesy to all salesmen or representatives inquiring for business. It is thoroughly good conduct to decline to see salesmen who desire to present subjects of no interest to the member.

"The time of salesmen shall not be needlessly wasted in conducting and completing interviews.

"Truth and honesty shall be observed in all interviews. No misleading statements shall be made to secure lower prices, nor shall prices of competitive firms be shown to each other.

"It is unethical to cancel an order placed and accepted in good faith if manufactured and delivered in accordance with the terms of sale.

"The terms of payment governing the purchase and place of free delivery shall be fixed at the time the purchase is made, and carried out to the letter. Discounts shall be taken only if payment is made within the discount time limit specified.

"Arbitrary adjustment or settlement of differences not in accord with written or verbal agreements is unethical.

"Members shall not seek to obtain redress in adjustment by threat to discontinue business relations.

"Members shall not correct errors in purchasing by rejection or non-acceptance of goods on invented falsities.

"Members or their purchasing agents shall not accept any gratuity, commission, allowance or any indirect profit in connection with any purchases."

RULES OF CONDUCT GOVERNING THE CRAFTSMAN'S RELATIONS WITH HIS FELLOW-CRAFTSMAN.

THE Rules of Conduct under this section include cooperation, unfair practices, provisions which work for the benefit of each and all in the craft, etc. (Note: The rules under this section must not be written in the narrow (Continued on page 44.)

Unusual Stories of Unusual Men

This month read the
amazing story of—

Robert Dollar—He Earned Success

By RALPH PARKER ANDERSON

DURING the Russo-Japanese war, an American shipping-firm agreed to carry a cargo for the Russian Government from San Francisco to Vladivostok. It was, to say the least, not a venture for weaklings, because the Japanese government had assigned battleships to the duty of seeing that the Russians would not receive the cargo.

Although the Japanese had stationed two gunboats at each end of the Tsugaru Straits, the cargo-laden ship managed to slip by them on a dark night. The captain was congratulating himself, but suddenly stopped short when a powerful searchlight swept the ocean and rested on his ship. The light played on the ship, and, when a cannon boomed its warning, the American ship stopped. Soon a Japanese man-of-war came up. Officers and armed marines came aboard.

The captain and crew were arrested, but refused to reveal the boat's destination. The next night, the son of the American company's president arrived in Kobe and was arrested.

That the Japanese government maintained an efficient secret service was indicated by the judge's first statement: "At the Kobe post office, you received a letter bearing a San Francisco postmark. Let me see that letter."

The judge, feeling certain that the letter would mention the ship's destination, grabbed it eagerly. Then the official laughed heartily—a rare thing for a Japanese judge to do.

"Your father must be a very astute old man!" the judge exclaimed. "In this letter he tells you that the ship is going 'to the Orient.' But the Orient is a very big place. I would like very much to meet your father."

The "astute old man," whose letter told the judge so little, was Robert Dollar, recently initiated as an honorary member of the San Rafael, California, Rotary Club. Rotary has no member who more splendidly embodies the principles for which the organization stands. Dollar's career has been built around Service. He has always realized that he has obligations to his fellow-men. Sympathetic, moral, generous, a father in every sense of that wonderful word, a lover of children and protector of the unfortunate—that

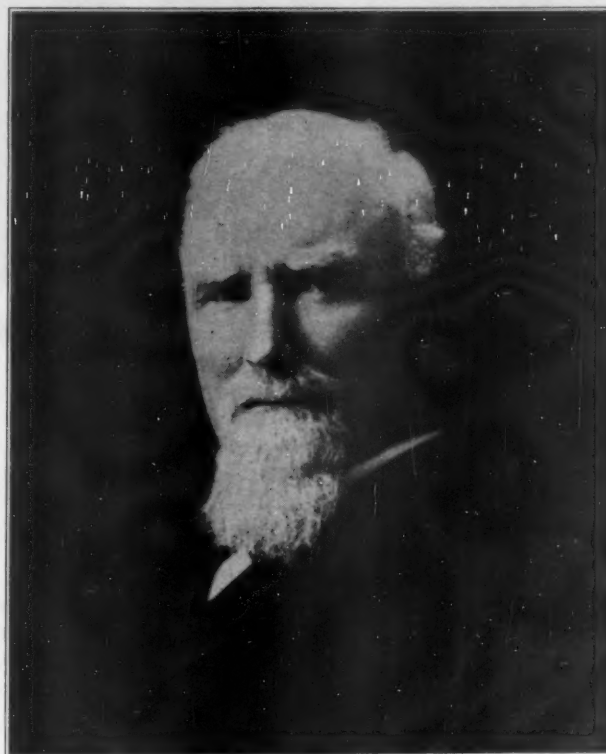
describes Robert Dollar, just as it describes any true Rotarian. Now, at eighty years of age, Dollar is still using every precious hour to—I quote from him—"to aid humanity, to leave the world a little better than I found it."

But the proper place to commence is at the beginning. Let us, then, go back to the town of Falkirk, Scotland. It was there, in the year 1844, that Robert Dollar was born in the upstairs of a lumber office. Bobby Dollar's father worked in a lumber company's office, and his family lived for a time on the floor above. Later, the Dollar family moved into a more pretentious home. Fifty years later, when Robert Dollar visited his home town of Falkirk, he noticed some timber piled up against the back of his old home. Captain Dollar looked at the lumber, and was surprised when he saw that it bore his trademark—the \$ brand. The lumber, after being taken out of Dollar's Lake Huron forests, had gone through retail channels and had finally found its way to the yard where Dollar had played as a boy!

Of his school days, Captain Dollar has vivid memories.

"My teacher had only one arm, but, believe me, he certainly could use that arm! He used his cane on me frequently. That was how I learned to dance the Highland Fling!"

FAMILY reverses made it necessary for the Scottish lad to leave school at the age of twelve. He went to work attending a lathe in a machine shop. On his first pay day, he ran all the way home, and breathlessly deposited in his mother's hands the half crown



At the age of twelve, Robert Dollar had to go to work in a Scottish machine shop, and felt very rich when he dashed home with sixty cents—his first week's pay. Now he is head of a steamship line, of several lumber concerns, and wealthy enough to endow chairs at universities or give tracts of land to charitable institutions. Yet with all his hard-earned success he is still busy, and at the age of eighty is seeking new opportunities "to leave the world a little better than I found it."

(about 60 cents) that was the sum total of his week's salary.

A few months later, the mother died. Robert's father decided to move to Canada. In April, 1858, they sailed from Glasgow. So slow was service in those days that it was the last of June when the ship arrived at Quebec.

Immediately after arrival, young Dollar went to work for a New Edinburgh stave factory. He worked twelve hours, and received six dollars a month. After a few years, he had advanced to ten dollars a month as cook's helper in a lumber camp.

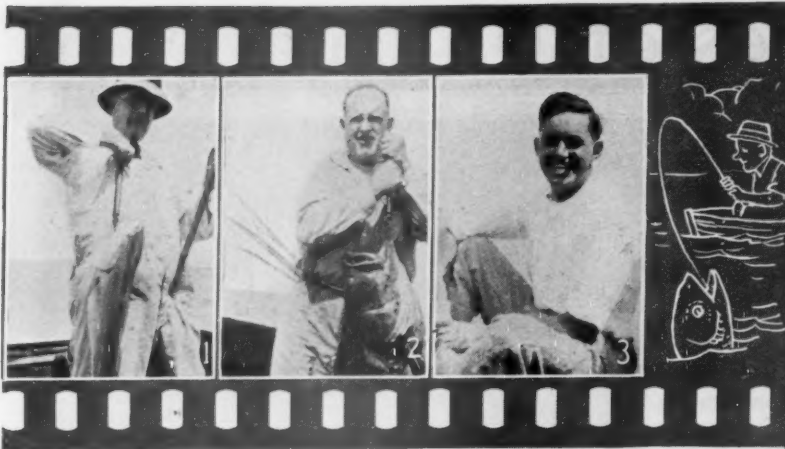
One incident during these early days in a lumber camp served to temper the cock-sureness that is often apt to go with youth. Let Dollar tell it himself:

"One day the camp foreman handed me two bags.

"'Hunt up some moss in the woods, and get these bags filled as quickly as you can,' the foreman said.

"You see, it was a cold day, and they needed moss to fill up the chinks between the shanty's logs.

"Being anxious to make a good impression, I rushed (Cont'd on page 66.)



*An informal sketch of a fisherman
who keeps cool—*

Everett W. Hill—Rotary's President

By DAVID R. KING

UP AND DOWN the State of Oklahoma one may find many ice plants, cold storage plants and ice cream plants, all bearing the name of the Western Ice & Cold Storage Corporation. The management of all these establishments demands executives and operators who can keep as cool as though in the refrigerating rooms—no matter what unexpected turn of trade may appear. To have these industries under such control that they can run just as well, even though the head of the concern is only able to devote one day in the year to his own business, is a fairly good test of the personnel—and a specially good test of the man at the head. And that is exactly the situation which developed in 1920-21 when the president of the corporation, Everett Wentworth Hill, was travelling some 55,000 miles during his term as

governor of the old Seventeenth Rotary District.

Naturally such results of management are not found ready-made. It took some years before the affairs of this corporation were in such shape that the president could afford to let his business run itself. There are plenty of businesses which would never attain that degree of efficiency during the life of their present director but then all business is not run according to Everett's formulae. It is his firm belief that each individual owes his community the best service he can give, and that the individual's business should be the expression of himself.

This comprehensive idea of business was in his mind while he was still a college student at the University of



EVERETT W. HILL

Oklahoma City, Oklahoma

President of Rotary International

Pennsylvania, for though he is a native of Kansas he was graduated from the school which Benjamin Franklin promoted, and the Penn brothers established. Everett Hill was also one of the students selected by the Standard Oil Company to help manage branches of that giant corporation. It was after a year of research and practical work in the oil fields that he organized the ice and cold storage company of which he is now the head.

Anyone who regards business as a quasi-public institution is promising material for Rotary, so (Cont'd on p. 65.)

A Piscatory Idyll—In One Reel:

1. "Some fish!" says Harry Rogers, governor of the Thirteenth District. Yea—and some governor!
2. President Everett Hill with the fish that "didn't get away."

3. Allen Street—Oklahoma City—no fish—and a clear conscience!
4. Frank the cook and the 6 foot 2 inch tarpon caught by President Everett, August 16, 1924. (Date has been verified.)
5. The meeting of two hemispheres—Everett and President Ed. Stedman.

6. A "close-up" of the "reel" Everett Hill.
7. Two Texas cronies—Claude Bracken and Ed Stedman, secretary and president, Beaumont Rotary Club.
8. President Everett registers happiness as the "evidence" is presented.
9. Ed Stedman was cook—for one day!





Ariel—the Life of Shelley

By Andre Maurois

"ARIEL" is the euphonious and significant title chosen by Andre Maurois for his recent biography of Shelley, published by Appleton and Company. To those who feel their taste for reading becoming surfeited by too many modern novels, but who hesitate to try one of the eighteenth or nineteenth century works for fear that it might prove too much of a "piece de resistance," this book should serve as an adequate stimulus to the fainting literary appetite. This rather homely figure does violence, perhaps, to the airy fairy spirit of the biography, but yet paradoxically it epitomizes its appeal.

It is the artful combination of biographical facts with the novelistic form well seasoned with philosophic comment which makes a delightful narrative out of what might have been a professional treatise on the life of a dead poet. The author, according to a writer in a recent issue of *Book Notes*, says that he has not put into the character which he reproduced as Shelley anything which can not be gleaned from his own letters, notes and writings, or the letters of his friends. Without attacking the veracity of Monsieur Maurois it might be added that the author's active philosophy bubbling up in spritely and ironical comment, may not have affected his own conception of Ariel, but it does ours. However, it doesn't matter whether the philosophy is Shelley's, Maurois, or our own, it is humorous and well expressed and consequently satisfying. We like Shelley, we like Ariel and we like Maurois, and we herewith express our thanks to Elle D' Arcy, whose brilliant and sympathetic translation of the book enables us to become acquainted with all three.—ELIZABETH WALKER.

The Story of a Great Schoolmaster

By H. G. Wells

IF you can scrape up a dollar and a half I suggest that you buzz for the boy and send him posthaste to the book-store with this memo, "The Story of a Great Schoolmaster—H. G. Wells, Macmillan, 1924." This may not be the orthodox way to begin a book re-

view but it's the way I feel about it, anyhow.

In writing this, his first biography, Wells has presented a plain but extremely interesting account of the aims and ideals of F. W. Sanderson, whom he describes as "beyond question the greatest man I have ever known with any degree of intimacy."

He arouses our curiosity as to who this great unknown may be, then he tells us that Sanderson was for many years headmaster of an ordinary school for boys at Oundle, England. That is, it was ordinary when he took charge, but a very different thing altogether at the time of his unfortunate and untimely death many years later.

This great man was far more than a schoolmaster—he was a pioneer of a newer and bigger civilization and he has thrown his torch to every man who wants to leave the world better than he found it.

Sanderson esteemed the school as the center of life, a place from which a newer and more serviceable generation should go forth to do the world's work, and to measure success in terms of creative service rather than in terms of acquisitiveness.

But read it yourself as I have done, between the hours after lunch and before the family was ready for the late afternoon ride. And when you have read it pass it to your school superintendent—if he is at all broadminded he cannot help but profit by it.—KENDALL WEISIGER.

The Beauty of Religion

By A. Maude Royden

Letters and Religion

By John Jay Chapman

DOUBTLESS in the roughest men we know there lurks an elemental touch of beauty. At times and in some degree we all respond with momentary insight into the treasures of the human spirit implied in the literature out of which spring most of the ideals and faith of the race. From some direction an unexpected flash reveals an unfathomed fountain to slake for a moment at least the half-identified thirst for the purest and the best. But its place in the soul is obscured in many of us by the overgrowth of ordinary realities.

By pride or practicality we wed our-

selves to presupposed progress through interminable discussion and teamwork. In a day of easy publicity we debate whether our theology shall remain airtight or move into the open. Churchmen strive between assent and dissent over the lawlessness of war and compulsory peace. Creeds timidly admit such stylistic changes as may be smoothed out of conflicts between a persistent democracy of opinion and the tenacious temper of the *status quo*. One group strenuously leads the way; the other hesitantly follows.

We materialize the religious impulse by the fact of organization to enlarge its conquests. We institutionalize its worship for efficiency in refining the masses of mankind. In religion we seek to standardize ideas and conduct; and, like the pioneers of a new commonwealth, we put off the hoped-for day of beauty and of light. Working in the crucible of the crowd, we trust to the discovery of the spirit by the ordinary uncertainty of accident. Yet we feel as by intuition that the life of the spirit is the still-to-be realized reward of inward beauty. The nimbus of the mind's hidden treasures fitfully gleams in our congenial fellowships. It brightens spontaneously against the background of a thousand "unremembered acts of kindness and of love."

This superstructure of "words," as Hamlet would call it, is suggested by two delightful little books that have lately come within my reading. One of them talks about the beauty of religion; the other comments wisely upon the tie that binds letters and religion. Both of them talk with brevity and insight about the life of the spirit, without the ordinary discourse of the pulpiteer.

Beauty in religion is commonly associated with the externals of worship. It is so much the easier experience. Too few of us have linked its finest satisfactions with the personal and continuous discovery of beautiful meanings embedded in the Bible and other great literature. We know the parable of the man who built his house upon a rock prudentially, as a literary datum. How many of us can discern its beauty in the eternity of its meaning? Micah tells what the Lord requireth "of thee." Hamlet tragically sacrifices his (Continued on page 44.)



To Save a Democracy

THE American people appear to be quitting the self-government business. "Of, for, and by the people" seems to be losing its charm. In 1896, 80 per cent of the qualified citizens voted. In 1900, 73 per cent. In 1912, 62 per cent. In 1920, 49 per cent.

At this rate of retrogression, in a very few years practically none among the American people will manifest any interest in his government. The United States will be ready for or have passed under the dictatorship—either of an aristocracy or of the proletariat.

However, agencies are at work to remedy the situation. *Collier's*, a leading American weekly, is exerting itself in an effort to arouse the American people to the necessity of casting their ballots at every election. The Boy Scouts of America have joined the crusade. At the coming presidential election every Scout in America will be responsible for the guidance to the polls of one or more stay-at-home voters. The boys could render no greater service to their country. It will give them practical training in the very thing their fathers so glaringly lack—citizenship.

Local Legislation

OF THE two million laws on the statute books of the United States a good many are devoted to local legislation of some form or another. It has been urged by leading jurists that much good would be accomplished if these laws were codified.

In Rotary International we have an organization in which much of the codifying of local legislation is already done. It is not done by action of legislative bodies nor by interpretations of courts. It is done by that tolerance which results from an honest effort to get the viewpoint of others.

Some communities have laws forbidding the sale of cigarettes, some have laws forbidding smoking of any sort. Some communities have laws prohibiting prize fights; some regulate the length of screen kisses; and some regulate the dimensions of bathing suits. Before any codification of such laws is possible a new mental attitude will be imperative for many minds. A good Rotarian has that mental attitude already, it is shown by his respect for the religious beliefs, the flag, the national customs, the language, of his fellow-members in other lands.

A community without tolerance is as useless as an engine without oil.

Making a Record

THE Rotary Clubs of Canada, Newfoundland, and the United States are engaged in an attendance contest. Each club is endeavoring to maintain the highest percentage of attendance by the membership at its meetings. Each district is striving to maintain the highest average percentage of all the districts with regard to the average attendance record of Rotary clubs within its districts. The contest is based upon "attendance at regular club meetings." Attendance at a regular meeting of another Rotary club is accepted as equivalent to attendance at a regular meeting of one's own Rotary club.

The contest is so real a contest that Rotarians absent from regular meetings of their own clubs and unable to attend regular meetings of other clubs are tempted to contrive substitutes. Wherever a number of Rotarians, members of various clubs, find themselves in proximity to one another, they proceed to have a luncheon or a round table or some kind of a meeting. They find it a most enjoyable gathering, pervaded by the fellowship spirit of Rotary, and they immediately conclude that they ought to have credit for attendance at regular meetings of their respective clubs which they are missing by force of circumstances.

Not to receive such credit may be a disappointment but surely a moment's reflection will show that there can be no provision for such credits in the rules of an attendance contest based upon "regular meetings of clubs." However, the spirit of such gatherings surely transcends statistical records of club meetings. It is to be hoped that such gatherings of Rotarians will be frequent and numerous and that out of them will come inter-state, inter-provincial, and international friendships that will endure for the rest of life.

What Will a Man Give?

WHAT do men give most to a cause they are supporting? Undoubtedly, money. A generous check is the easiest contribution. Next comes time or as it is sometimes called, service—time in which to give one's services to the cause. And last of all is thought, earnest, deep thinking that leads to wise counsel and practical plans for action. Most of us make one of these contributions feeling that it is all we can afford. And we commonly say that a man shouldn't be expected to give both his time and his money. Why shouldn't he? Why not go the limit—in money, time, and thought? That's the way to really support a worthy cause.



AMONG OUR LETTERS

"Oh! nature's noblest gift - my gray goose quill!"

BYRON.



From a "Humble Private"

Editor, THE ROTARIAN:

I HAVE read with peculiar interest the articles by Frank Kelly and William Moffatt, discussing Rotary and its mission. I am a humble private in a young Rotary club, selected to represent my classification, in a club less than two years old, uneducated and untrained. What little progress I have made in life, is due largely to the encouragement and help received from contact with good men, in whom I had confidence. Many of these have faced life's last enemy, and crossed over the river.

I have passed the half century mark, and have seen many changes in men's ideas of life, its work and duties to our fellow-man. If the spirit that prompted the organization of the modern civic club is lived up to, I know of no more powerful ally of the Church. When I say the Church, I mean every organization that has for its chief cornerstone the Man of Galilee. I hope I am sincere when I say, as a member of the Masonic Lodge, the Baptist Church, and the Rotary Club, when I fail to put as much into these organizations as I get out, I want to resign. I hold that a Rotary Club is different from other organizations, in that its chief object is in handling the unseen, instead of what is seen. What I need, as a humble private in the ranks of Rotary, is something that will help me to do my part in my daily life, at work, in my attitude towards everything that has for its mission the uplift of the human race. As my mind goes back to the days of my boyhood as I lay upon the ground and drank from the cool sparkling spring, the barefooted gang stood around, yelling, "Hurry up, Charley, we want some of that good, cool water," as each after the refreshing drought, was ready for the sport, or the work in hand. May I liken the Rotary Club to the sparkling spring, where we meet like we used to, when it was John, Bill, Tom, and George, to study our lesson in life's activities, to get and give encouragement, to go back to the office, factory, or store, farm, or wherever our classification may send us, with something in our face and voice that brings joy and gladness to every life we touch.

Service cannot always be measured

INTEREST is still alive in the series of articles by William Moffatt and others who have discussed the question: What is the Real Mission of Rotary? Letters continue to come in discussing the opinions that have been set forth. Two or three more are being printed this month, the first from one who enters the discussion as "a humble private in the ranks of Rotary."

Another letter discusses a rather new question: How to give Rotary to the rural communities.

These letters which set forth the personal opinions of the writers are presented without responsibility of the editors or publishers for statements made.

in dollars and cents. The mayor, policeman, judge, lawyer, preacher, doctor, and all of us, long for the hearty handclasp, the old familiar names the boys used to call us. Think of the little service we all would like to render, but don't know how. Try to console the man whose heart is breaking on account of a great sorrow and see how you come out.

I can't conceive of a Rotary Club wanting to be known in the community as having simply spent its hundreds or thousands of dollars for boys work, or other worthy enterprises, but how glorious and wonderful it would be if we would just carry to the Church, the Red Cross, and the community at large, that wonderful experience of a soul that has really found its place in the world, until the spirit of good will, good fellowship, and service, takes such complete charge of the community, that everything will work together for good.

I would that my membership in Rotary would inspire me to play a real man's part in every activity of life, that I may work without the glamour and show that comes from being connected with some of Earth's Spectacular Enterprises or organizations.

There is an abundance of machinery for the uplift of the human race, but good operators are rare. How about a Rotary Club providing good operators for the rusty, squeaking machines that are trying to minister to a troubled, heartsick, and foot-sore world.

CHARLES O. MAINOR,

Member, Rotary Club of Oxford, N. C.

Rotary in Rural Communities

Editor, THE ROTARIAN:

At present few communities under 5,000 have Rotary clubs, and yet the great Rural Field with its hundreds of villages and millions of farmers is much more in need of Rotary than are our large towns and cities. Thinking of this great need, I present the question: Cannot Rotary work out a plan which will bring into Rotary the key men of the neglected half of our population?

How would a plan something like this work? Take the largest community in a county or eight or ten villages and several thousand farm families, and permit the Rotary club of this community to select one key man from each township and one or more leaders from each village, with the understanding that one luncheon a month be a joint luncheon of the city and county membership. In counties having several communities with Rotary clubs let the rural portion of the county be amicably divided.

This would accomplish several very good things. First, it would bring together the key men of the villages and farms. Secondly, it would bring these men, as a group, into touch with the key men of the city. Thirdly, it would foster the county unit idea. Fourthly, it would create a county leadership for such movements as the county might care to undertake as a county. Fifthly, it would promote understanding and make possible a fuller co-operation.

I hope we may give this idea our best thought and take steps to bring it to realization providing we conclude that it contains merit.

ERNEST I. ANTRIM,

President, Van Wert (Ohio) Rotary Club.

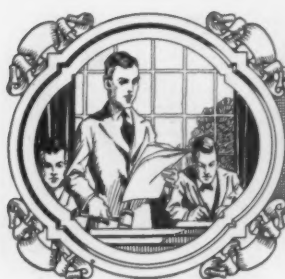
What Is Rotary?

Editor, THE ROTARIAN:

I have been very much interested in a number of articles appearing in THE ROTARIAN in which different Rotarians have been trying to define Rotary. Each article expresses the personality of the individual writer, and so is a true picture of Rotary.

I do not believe that we can ever say that Rotary is "Better Business" or that it is "Boys Work", or that it

(Continued on page 58)



ROTARY CLUB ACTIVITIES



HERE you can walk over to Main Street, drop in at the sign of the Rotary flag, get your guest's badge, and make yourself at Home! The fellows are always glad to see you and to learn what your club is doing, and while you bend elbows over the luncheon table they will tell you about the best club in the best town in the best country in the World!

Expect 200,000 Visitors At International Air Races

DAYTON, OHIO.—This city, which has long been identified with air travel, is preparing for the peaceful invasion of 200,000 visitors who are expected to witness the international air races on Oct. 2nd, 3rd, and 4th. Although this is not a strictly Rotary project, local Rotarians are practically all busy with some angle of the affair, and will do their best to make it a success. Twelve major racing events will be staged at the Wilbur Wright field, and \$50,000 in prizes will be given the winners. The climax is expected to come when Sadi Lecointe, French ace, vies with American flyers for the Pulitzer high speed trophy and the world speed record.

An elaborate military air carnival, which will include sky writing, bombing, aerial acrobatics, manœuvres, pursuit and battle formations, dirigible and

parachute demonstrations, refuelling a plane in the air, and laying of smoke screens, is on the program. Daily flights will also be made by the Barling bomber, said to be the most powerful of all airplanes. The world flyers, now virtually on the last lap of their history-making flight, will be brought back to Dayton if possible, to give an exhibition and to be accorded a public reception. Orville Wright has promised to serve as chairman of the Timer's Committee. Plans have been made for the parking of 40,000 automobiles on the field, and the grand stand will accommodate 60,000 persons.

Northwest-Corner Club Raises \$1,000 for Hospital

PRINCE RUPERT, B. C.—Out of the track of American Rotary, and with few opportunities to visit other clubs, the thirty members of Prince Rupert Rotary are still active in the practice of Rotary, and greatly interested in

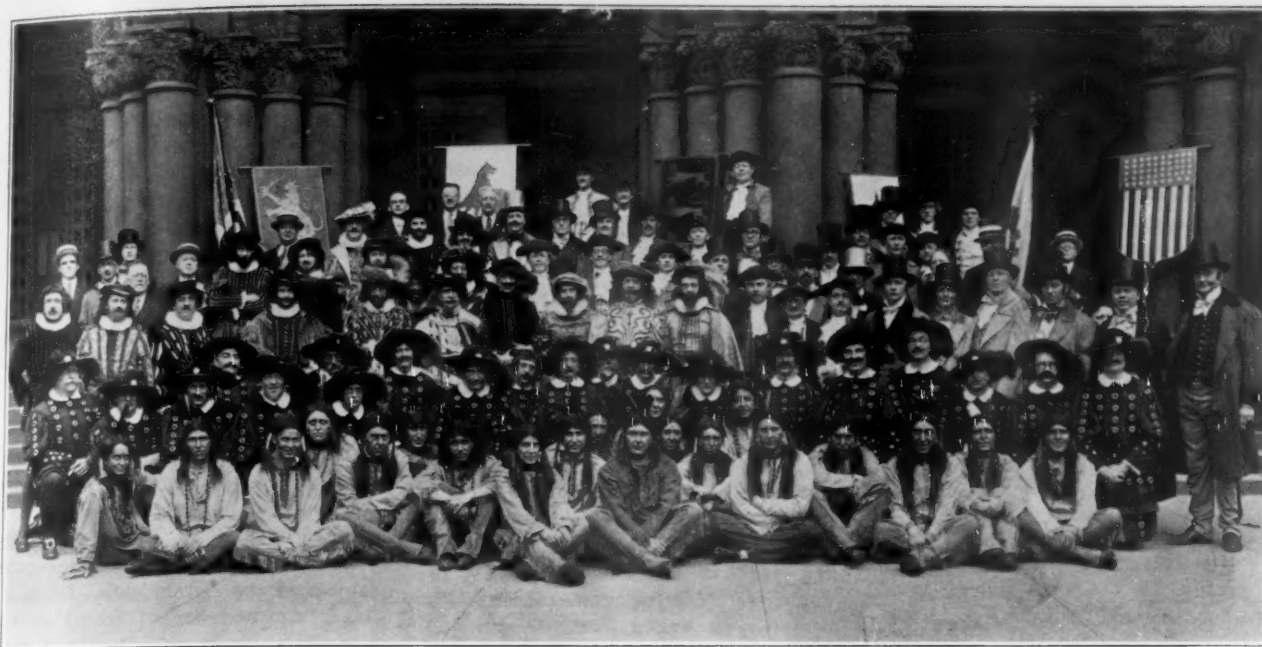
the organization literature. Recently this club raised \$1,000 towards the completion of the new nurses' home at the local hospital. Their secretary took two weeks off to attend his first conference at Spokane, and declares that it was well worth the time and expense.

Install New Radio Communication Across Atlantic

BOSTON, MASS.—An interesting episode occurred at a recent meeting of Boston Rotary when, following an address before the club, General J. G. Harbord, president of the Radio Corporation of America, announced the establishment of a new radio service in connection with the opening of the new headquarters of his company in Boston. This addition to the air-communication facilities was promptly tested. Three messages were sent, one from the Governor of Massachusetts to the Lord Mayor of London; one from the presi-



The Rotary Club of Amsterdam is one of the most representative of Rotary Clubs in Europe. Here in one of the great centers of art and culture in the Old World, Rotary is finding many firm and friendly adherents. The meetings of Rotary in the Dutch capital are noted for the friendly informality and cordial good fellowship that prevail. This photograph was taken during the special dinner held early in the summer in honor of Immediate Past President Guy Gundaker's visit among European clubs as president of Rotary International, accompanied by Past President Frank Mulholland. The two visitors, with other guests of honor, were entertained for several days in true Rotary style by the Dutch Rotarians.



The most spectacular event in the tercentenary anniversary celebration at Albany, N. Y., was the monster parade in which some 15,000 persons participated. There were many floats representing episodes in the city's history, and one of the most striking features in the parade was the "Evolution of Citizenship" presented by one hundred Rotarians. Appropriately costumed as Indians, Dutch, English, Colonial, Statehood, and Modern citizens the Rotarians gave a vivid picture of the various epochs in Albany's history. The pageant costumes were designed by a Rotarian artist, David C. Lithgow, under whose skilled fingers railway officials became the wildest of Indians, and sedate professional men were changed to plumed courtiers. Altogether Albany citizens got a very complete idea of the local history, from that spring of 1624 when eighteen Walloon families built Fort Orange, down to modern days and modern ways.

dent of Boston Rotary to the president of London Rotary; and one from General Harbord to the captain of the "Berengaria," then out at sea. In less than 15 minutes answers were received and read to the gathering.

"Water, Water, Everywhere" —Except in the Fire Hose

TAMPICO, MEXICO.—For some three years this city has suffered from frequent and disastrous fires. There was a volunteer fire brigade—but it had no

equipment. There was water all around—except where it was wanted. After each fire there was much talk about "what ought to be done"—only, it wasn't done. Then the local Rotary club brought pressure to bear on the chamber of commerce and the city council. Several thousand pesos were spent for fire-fighting equipment and the Rotary club offered to pay the expenses of six selected men of the volunteer fire-brigade so that they might go to San Antonio, Texas, for instruction in

fire-fighting. While the actual expenses of these embryo salamanders will be paid by the Rotarians, the city will also pay them a salary which will be turned over to their families.

Hold Inter-City Meet On Roof Garden of Rockies

DELTA, COLO.—Two hundred and twenty-six Rotarians, representing six clubs, gathered at the meeting of the western Colorado clubs which was held on the top of Grand Mesa, which is two



When Philadelphia Rotarians visited Camp Happy, a camp maintained by the city welfare department for the upbringing of undernourished children, the business men were impressed by the need of transportation facilities for the children. Next morning two motor trucks were ordered for the camp, and one day later President Gilbert J. Palen was able to present these to the youngsters. Each truck accommodates twenty passengers, and this equipment will find plenty of use not only in hauling the children from city to camp but on various other pilgrimages. The camp serves more than three hundred boys and girls.



miles above sea level. Grand Mesa is said to be the largest flat-top mountain in the world, and the surrounding territory has some 360 lakes amid its beautiful forests. During the three days of the meeting Rotarians and Rotary Anns fished, rowed, and enjoyed several concerts and athletic and "stunt" contests. The mountain trout that were captured by the leaders in the fly-casting contest were grilled over campfires, and altogether it was a happy affair that was somehow "different" from the usual association gathering. The clubs of Paonia, Montrose, and Delta, which served as hosts, and their guests from Grand Junction, Gunnison, and Alamosa, will long remember these hours of recreation and the additional inspiration provided by the various speakers.

*"With silver shields and garden yields
And judges all in a row—"*

TORONTO, ONT.—There are many enthusiastic gardeners in Toronto, but few more enthusiastic than Rotarian Mart Gardner. Recently his enthusiasm took the very practical form of a handsome silver trophy shield to be competed for annually and to be awarded to the Toronto Rotarian whose garden was adjudged the best.

Mart hopes that besides stimulating interest in horticulture this competition will promote club fellowship. Members will be invited to exchange visits with other contestants, to see what is being done, and to get and give advice.

*Birthday Gifts Help
Crippled Children*

WILSON, N. C.—The local Rotary club has established a fund for crippled children which is used to defray the expenses of some of these children at the State Orthopaedic Hospital. Children needing attention and financial help are located through clinics held by the local health authorities in the city and county schools. The money is derived from voluntary birthday gifts by the club members. Through the efforts of Rotary, Kiwanis and Lions clubs, the local Scouts have been reorganized and the boys now have a full-time Scout executive. Plans for a summer camp on the Pamlico River have been completed.

*"Yet in oure asshen olde
is fyre yreke—"*

WOBURN, MASS.—The local Rotary club had one of the most energetic sessions in its brief history when two teams of volunteer firemen, captained by John H. Bates and William Greydon, fought for supremacy with the ancient handtub "Veto," once Woburn's finest fire engine. The test was held at the Glendale Park stream, where the club dinner also was served. The Bates

team managed to throw a stream 42 feet and 8 inches, while the best the Greydon crew could do was 38 feet. Fire Chief Frank E. Tracy and Capt. Michael Cuneo were the judges, and the arrangements were in charge of Walter H. Wilcox, who had discovered the old handtub in the Shaker village at Enfield. He wore an old fireman's hat with a big "28" on it and a coat that still smelled of smoke. The Bates team was gorgeously arrayed in red shirts and hats, with white trousers and gloves. The Greydon team was less vivid in appearance but no less energetic. Commodore Wilcox presented the winners with individual medals and a gavel for the group. Captain Bates presented the gavel to Arthur H. Lincott, president of the Rotary Club. Captain Greydon was awarded a wreath and a diminutive watering pot. Lieut.-Gov. Fuller, who was a guest of the club, discussed the need of law enforcement, and the force of example.

Thus was combined two very interesting Rotary programs—one a comedy with a bit of historical interest back of it and the other serious with a valuable lesson of the necessity for obeying the laws of the land, and the force of a good example set for our youth.

*Fifty Young Australians
Visit "Brummagem"*

BIRMINGHAM, ENGLAND.—Fifty public-school boys of the Young Australia League who have been touring England will long remember their pleasant visit to this city which has grown from a large village to the second or third largest town in the country within a few centuries. The boys visited several of the important foundries and manufacturing plants, were taken through the great post-office, studied history at first hand in ancient buildings, and enjoyed several cricket matches. Among the many Birmingham associations which were active in the entertainment of the colonials, was the local Rotary club which sponsored several of the features on a program crowded with interesting affairs.

*Rotary Club Finances
Camp for Boy Scouts*

ATLANTIC CITY, N. J.—Local Rotarians and their families had a most enjoyable time when they drove 100 miles to make their annual inspection of Camp Fralinger, which camp was secured for the Boy Scouts through the efforts of Rotarians. It was decided to establish this camp in 1922, and Mr. Joseph Fralinger offered to donate twelve acres in the beautiful Perkiomen Valley if the Rotarians would provide suitable buildings. During the first encampment the boys lived in tents while "Rotary Lodge" was under construc-

tion. The following year individual Rotarians financed the building of rustic dormitories to accommodate 112 boys.

Since the inspection this year a special committee has been assigned to report on the needs of the camp, and \$1000 will be spent annually for improvements in the camp.

During the second encampment a boat containing three young lady campers was capsized during a storm. Two Scouts plunged into the flood and rescued one of the girls from drowning.

*Scouts Pledge Allegiance
To Flag*

VERA CRUZ, MEXICO.—Appropriate and imposing ceremonies marked the observance of Flag Day carried out by the local Boy Scouts under the auspices of the Rotary club. Early in the morning a troop of Scouts swung out from their headquarters and proceeded to the city hall. Shortly after their arrival the mayor, Senor Miguel Mechel, appeared carrying the Mexican flag. Escorted by the Scouts, the flag was carried to the athletic field of the Vera Cruz Sporting Club, where the mayor and other officials were joined by prominent citizens, Scout executives, army officers, and the American consul. All the Scouts of the city were on parade, and their bugles played the "March of Honor" as the flag was carried on the field. After some patriotic selections by the band of the 35th Battalion, the Scout parade was held. After the parade, Rotarian G. Q. Carvalla informed the audience as to the purposes and history of Rotary, mentioning that through its boys work Rotary hoped to teach respect for authority, chivalry, industry, and the love of humanity. His words were loudly applauded and he was congratulated by the officials. Soon afterwards, Rotarian A. G. Orejan read the preamble of the Scouts' Constitution and each Scout repeated the following pledge:

"I swear to act in every circumstance as a man conscious of his duties, loyal, and generous. I swear to love and serve my nation with loyalty in time of peace as well as in time of war. I swear to faithfully obey the Boy Scout's code."

*More Than 100 Children
Pass Through Clinic*

HILLSDALE, MICH.—With the proceeds of the minstrel show, given before two packed audiences last spring, the local club was able to arrange for a clinic at which 107 crippled and otherwise handicapped children received medical advice. The clinic was remarkable for the efforts made to keep the patients interested and entertained while they waited their turn for ex-

(Continued on page 34.)



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The Blades Men Swear By—Not At

Rotary Club Activities

(Continued from page 32.)

amination. Lunches, movies, magic, and a special playroom all had some share in preventing ennui, and this feature of the clinic received hearty commendation from the local press.

The clinic was also remarkable for the high percentage of cases in which very material benefit might reasonably be expected to result from the efforts of the doctors and surgeons.

Three Qualifications and a Surprise

FOSTORIA, OHIO.—Two hundred crippled children of Toledo will long remember the seventh annual picnic given for them by Doctor and Mrs. Burt Chollett—even though they may never know just what caused the "surprise" arranged by Fostoria Rotarians.

Dr. Chollett has been "remodelling" the crippled children for the Fostoria Rotary club. At a meeting of that club, W. S. Patterson, chairman of the crippled children committee, asked for a check for the doctor—and was given double the amount asked.

"Pat" proceeded to Toledo with this check and three cripples. But Dr. Chollett politely yet firmly refused to take that check. Finally he offered this compromise, "I will give you half of it, and you take your half and my half and put it in the fund for your wonderful band."

This was done, but Rotarian Jack Wainwright also made conditions—the

check was to be turned back to the crippled children fund and the Fostoria Rotary club was to take the band to Walbridge Park in autos, and further, it was to be a Rotary picnic.

Accordingly, thirty-five of the forty-five Fostoria Rotarians with their families went to the park, located the crippled children's camp, marched down on it just about lunch time. The delegation got within one hundred feet of the camp before they were discovered, the drum major lifted his baton, and down came twenty-nine automobiles laden with Fostoria Rotarians, and the champion fifty-piece high school band. Those in charge of the picnic realized what a treat was in store for their little guests, for the band won the championship from twenty-nine high school bands at Chicago a year ago, and this year won the championship of Ohio.

Hold Inter-City Meet At Army Camp

TAYLORVILLE, ILL.—The first inter-city meet of 41st District clubs under the administration of "Jim" McConaughy was held recently at Camp Eli D. Hoyle. Some 250 Rotarians represented the Decatur, Assumption, Pana, Shelbyville, Springfield, Jacksonville, and Taylorville clubs. Artillery manoeuvres, wrestling by mounted teams, a pyrotechnic display, inspection of the camp, speeches by field officers, an address by the district governor,

and two get-together meetings were the features of the program.

College Campaign Raises \$30,000 More Than Quota

ASHLAND, WIS.—It is true that the local Rotary club did not raise the \$60,000, or \$30,000 more than Ashland's quota, in the recent campaign on behalf of Northland College. But the activity of the Rotarians had a lot to do with it, and the club has also established a student loan fund at the college. In a very short period this fund, which is maintained by fines and advanced, but unused, luncheon money, has reached \$400 and eventually the sum may be sufficient to offer scholarships.

Inter-City Meet Is Also International

NELSON, B. C.—Some sixty Rotarians from Spokane, Wash., and other nearby cities accepted the invitation of Nelson Rotarians and spent a happy day. Sight-seeing, a lake trip, golf, luncheon, music, speeches, and a ball, each added something to the general enjoyment. District Governor Miles Higley was the principal speaker and after a brief explanation of the circumstances which led to his taking the place of R. A. Booth as governor he commented on the cordial relations existing between the people on both sides of the "invisible line."

The "Yes, Yes" Chorus

(Continued from page 12.)

"Did you have much difficulty in finding us?" she asked, as she ushered him in.

"I didn't quite expect to find you here," he admitted.

She nodded, understandingly. "We shouldn't really be here," she acknowledged, in a low voice. "But we've been here so long. You see, when father died—five years ago—we found that there wasn't as much money as we thought—not enough, really, to keep up this place. But it means so much to mother. When you see her you will realize how much—So I went to work," she concluded, "to make up part of what we needed; and we've managed."

She said it laughingly, but Silas Ogden, who was not slow of understanding, caught the suggestion of light-hearted courage that left him without words.

"Why is it," he demanded, unexpectedly, "that young fellows, like my

son, don't meet girls like you instead of those empty-headed dolls that dance and flirt and are frivolous?"

She laughed then, a soft, girlish laugh, and Silas Ogden caught the infection of it and laughed in unison. "I was an empty-headed doll myself, not so long ago," she said, the hint of laughter still in her voice, "and I danced and was as frivolous as anyone. I liked it, too," she ended, with just the hint of wistfulness in her voice. But you had something you wanted to discuss?"

"My son," he said.

"But I thought—I thought you said it was a business matter?"

"My son, and the business," he amended.

"You and Dick," he continued, reflectively, "are the only two people in the business who don't seem to be afraid of me; probably that's the reason that you are the only ones who

have given me an idea in a longer time than I like to think about."

"But what idea could I, possibly, have given you?"

"I'm coming to that. But we'll take up Dick first. The scheme I have in mind develops better that way."

"Then I suppose I'll have to wait," she said with a laugh.

He nodded, abstractedly. "Dick," he continued, "says that Pritchard and Burns and Stevens are just a 'yes, yes chorus'."

"A look of profound astonishment crossed Eileen Burke's face. "A what?" she asked. "I don't think I understand."

"You remember Stevens," he said. "You remember what I asked him about the Elgin Company. I told him I had decided to do—what no person in his sane senses, after our experience, would have done—and he almost tripped himself in his hurry to agree."

(Continued on page 36.)

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The "Yes, Yes" Chorus

(Continued from page 34.)

Well, they're all like that—waiting for me to say something, and then just bubbling over with enthusiasm for the idea. They don't criticize; they don't add anything; they just say: 'yes, yes, that's right.' Perhaps it is right, and then perhaps it isn't. What I mean is that, the fact that it is right or isn't right, isn't what decided them; it's just that I say it is. They're too good men for that sort of thing; but it's become a habit with them. And I'm just as bad. It's a habit with me, too. I wouldn't like it if they did criticize. I've tried it, and I know. I'm an opinionated old fogey," he admitted.

"You see, I'm not the one to change it, and yet, it has to be changed. Dick was right, you know. A business like that is marked for the scrap heap."

"Young lady," he turned on her sharply. "Perhaps you remember telling me, once, that Dick hadn't had a chance. Well, he gets his chance. He picked a weakness, and he's going to cure it." He looked at her with something of a scowl on his face. "You were partly responsible, young lady," he said suddenly. "You've got to help."

"I'm going away for awhile," he explained. "Giving him the business to manage. Dick's got brains. I hadn't suspected it—came as quite a surprise. But he has—business brains. He'll pull through all right."

"Do you mind going back a little way," she asked, "and telling me how I am part of the plan?"

"You," he said, "are to keep me posted on how things are going."

She was silent for a moment, her brows drawn together in earnest thought. "I'm not quite sure that I like my part," she said. "It seems almost like spying, doesn't it?"

"Not at all! Not at all!" he fumed. "I'm not asking you to spy. You are to use your own discretion as to what you care to tell me. When I said I was resigning, temporarily, I meant just that. I don't want to know the details—just how things are going. If these fellows are to make suggestions," he continued, with renewed warmth, "why shouldn't I?"

The annoyance faded from his voice. "Miss Burke," he continued, soberly, "this business means a good deal to me. I made it. I put a good part of my life into it. I don't want it to suffer. Perhaps I can help to keep it from suffering. But Dick—he's more than the business. I want him to succeed. Perhaps I can help him, too. That's all I want—a chance to help, without him knowing that I'm helping."

She smiled at him, then, a smile of friendliness and appreciation. "I think

I understand better, now, Mr. Ogden, and I'll be glad to help."

"Then that's settled," he said, with a laugh, "and next week I'm going away for three or four months. There's a little place a hundred miles or so from here. There's an old college chum of mine there—a doctor—good fellow—not too chatty. There's good fishing and good golf. And, if you will permit me, I'll come here, like this, in the evening, every week or so and talk things over with you. Only, all this is between you and me. As far as Dick is concerned, I'm going to Florida."

She smiled at him, a little timidly. "I'll do my best," she said.

* * * *

SEATED at the breakfast table, a morning or so later, Silas Ogden gazed at his son with unappreciative eyes. He was one of those who do not awake to the full pleasantness of living until after 10 a. m.

Dick was different. To him the eggs and coffee and marmalade were always invitingly friendly, and he returned their friendship with his undivided interest.

"I'm taking a few months' vacation." The words came in a growl from behind Silas Ogden's newspaper.

Dick, preparing his offensive against a third egg, dropped it as though it had been born of an adder. He surveyed the paper with open-mouthed astonishment. When no further words came from that direction he arose and skirmished around to where he could get a good look at his father. "I'm hearing things," he announced. "You didn't by any chance, say anything, did you?"

"Said I was taking a holiday," Silas Ogden retorted, glumly.

"Nothing wrong is there, dad? I mean—engine not missing anywhere?" There was a worried look on his face.

"Never felt better in my life, if that's what you mean. I'm taking a holiday, that's all. I'm putting you in charge," he snapped, with an asperity due to the breakfast hour. "I hope you won't wreck it, but I'm not over-confident."

Dick considered the suggestion, thoughtfully. "At least, dad," he said, "you can say this, your confidence outstrips mine."

"Not afraid are you?"

"Not to say, exactly afraid," Dick considered the word with care. "No, not afraid—doubtful would be a better word. As a matter of fact, as I consider doubtful, it seems a word made for this particular occasion."

"We'll agree on doubtful," Silas Ogden growled. "But just remember this. I'm not handing this business over as

a gift. You go into debt to me for it, and I expect you to return it with interest."

"I remember," Dick remarked, reflectively, "that in one of your sager moments you let fall a pearl of wisdom that really belongs in this setting. Robbed of its do-dads, it ran something like this: 'A debt is only good to the debtee when it is collectable.'"

"It's collectable, all right," growled Silas Ogden.

* * * *

"Just one thing," he said when, later in the morning, Dick strolled into his office. "Miss Burke—she can help you a good deal, if you give her a chance. Knows more of this business than all the rest of them put together—and she's got a head."

"A very attractive one," Dick responded, gallantly, "though I don't suppose you've noticed it."

"It's what's inside that matters," Silas Ogden growled. Then he stopped suddenly. "How old do you think I am anyway?" he demanded.

* * * *

For the first week after Silas Ogden's departure, matters conducted themselves with an amazing smoothness. It fitted in, almost too well, with the brief line that had come ten days after his father's departure.

"All successful business," wrote the elder Ogden, "is based on ideas. Putting these ideas into effect is important, but it is secondary. You have a secondary crew about you. You have to supply the ideas. They haven't any. I've tried them." Then, as though as an after-thought. "If you haven't either, ask Miss Burke."

A nifty thought, reflected young Ogden.

* * * *

IT was that night that Silas Ogden paid his second visit to the home of Eileen Burke, and listened to her enthusiastic comments on the business.

"Has Dick revolutionized things yet?" he asked, when, at last she paused.

"Not yet," she countered with spirit, "but he may. At least he'll give it back in as good condition as he found it."

"He'd better." There was a good deal of force in Ogden's voice. "See this!" He drew a black-leather note book from his pocket and handed it to her at an opened page.

She studied the items with contracted brows. They continued, apparently endlessly. She turned to Ogden with a puzzled air.

"Dick's account," he explained. "I

(Continued on page 38.)

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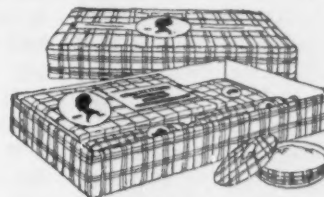
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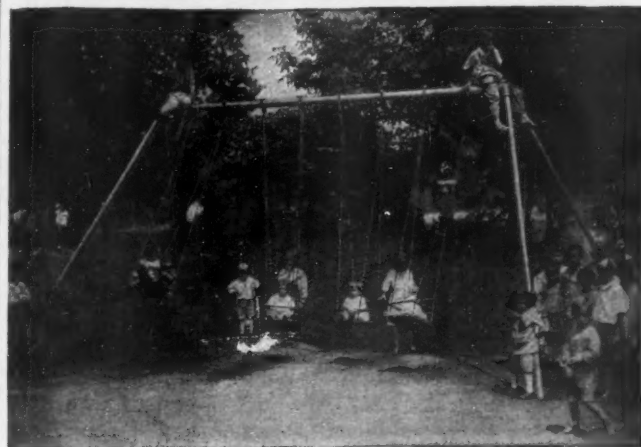
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The "Yes, Yes" Chorus

(Continued from page 36.)

started this when he was eighteen—I was taking care of myself, and others beside before I was that age. Yes, that's his account. The last trial balance," he explained, somewhat grimly, "shows that he is debited to date with twenty thousand three hundred and fifty-six dollars, and that account has been running just seven years."

"But you, surely, don't mean that you will make him pay all that back again?" she said, aghast.

"Every cent," Silas Ogden retorted.

"Then I don't think it is fair." Her young face was flushed. "If that's the way you feel," she continued, slowly, "I don't think I want to be connected with this—this conspiracy against your son."

SILAS Ogden laughed, booming, as though at some hidden significance in her words. Then, suddenly, he quieted. "My dear," he said, and there was something almost gentle in his voice, "if I were to tell you how much that boy means to me, you wouldn't believe it. I haven't thought very much of anything else—since his mother died. I've watched over him in her place. I've given him every chance I could. I've tried to make of him something of which anyone might be proud. Sometimes I think I've succeeded; sometimes, I don't know. But I know this," he continued in firmer tones. "Every man has to pay back, in some way, for what he receives. And he has to pay back, even if he is my son."

"There are credit items," he said suddenly. "It's not all against him. I know a man—Tom Watson. He has a son—Bob—same age as Dick. This Bob was out one night with a fast crowd—more liquor than was good for them. Ran over a man and nearly killed him. It cost Tom Watson a thousand dollars to square that business—told me so himself. Dick might have done that sort of thing," he said, slowly, "and I'd have had to pay. I'm charging him with his just debts and his foolishness; but I'm crediting him with a thousand dollars, because he isn't like Bob Watson. There are other items like that, too."

* * * *

Dick Ogden was in his office. Facing him Pritchard sat with his mouth set in a mirthless smile. A little back of him Burns lounged, somnolently, while Stevens looked on, from the background, with stolid indifference.

"Boys," said Ogden, suddenly, "There's too little general prattle at these gatherings."

The trio regarded him with three different shades of amazement.

"Let's lay the deck face up," young

Ogden continued, "like this—I've suggested three new ideas. Two of them are rather ripe little schemes; but one of them, to my way of thinking, is a sprig of poison ivy. But you've 'yes, yessed' the whole cluster, ivy and all. What's the idea?"

"Let's take it in turns," he suggested pleasantly. "How about it, Pritchard?"

Pritchard smiled wanly. He had schooled himself into respectful submission, and it was disturbing to be hauled into the open and urged to insubordination. "I'm afraid," he said, "I haven't thought of these suggestions carefully enough to venture an opinion." And then, in his old precise tone: "I'm sure that we'll do our best to—ah,—make them successful."

"Sure you will," Ogden retorted, a little impatiently, "but why spend your time rooting for a lame horse?"

"Suppose," he continued, sharply, "suppose you forget that I'm my father's son. Suppose we put it this way—that the four of us are equal partners in this business—"

"Partner Burns," he demanded, suddenly, "you don't agree with all these plans?"

"I do not," admitted Burns.

Dick glanced at him hopefully. "Your words are heartening," he said, "proceed partner."

Burns faced him with a certain hesitation. His admission had been startled out of him. "You asked for it," he said, uncertainly.

"I'm still asking for it," Dick responded, pleasantly.

"I think," Burns said, slowly, "that your first two ideas are all right. They look that way to me." He hesitated . . .

"Number three?" Dick inquired, helpfully.

"Number three," snorted Burns thus pressed into a corner, "isn't worth a hoot! You asked for it," he said again. "That's my opinion."

"Partner Stevens?" Dick inquired in an even voice.

"I agree with Burns," Stevens admitted in a rather sullen tone.

Dick turned to Pritchard, and Pritchard nodded sombrely.

"Then why," he demanded, "didn't you say so?"

* * * *

He sat pondering this question for a while after the others had left. He was engaged in these reflections when Miss Burke entered the office looking, as she always did, very cool and composed and manifestly efficient. Dick did not quite approve of that air of efficiency. He rather liked a certain sense of dependence, that was part of

the stock-in-trade of most of the girls he had known. Still, Miss Burke was, undeniably, an attractive picture. Dressed, as she should be dressed, he reflected, in long, slithery silky things, with that glossy raven hair against bare shoulders, she would be beautiful—entirely beautiful—the sort of girl a chap would like—

He saw her flush slightly under his steady gaze, and he turned away. "The mummies are coming to life," he announced pleasantly.

She smiled back at him. She had always liked him, he seemed so frank and boyish, but she was coming to understand him and, which was more, to understand his thoughts and to admire his judgment. There was something almost proprietary in her interest. She put it down to her desire to see him win out. She would not admit, even to herself, that her interest went beyond that.

As for Dick, after Miss Burke had cleared his mail basket and had left the office, he sat thinking. He was not thinking of Burns and Stevens, but of Miss Burke. She was just a secretary, a very efficient cog in the business machinery, that was all. But it wasn't quite all, or why did the cog begin to step out as a personality. "Laddie," he admonished himself, "best beware." But despite that admonition he sat thinking for quite some time without arriving at any definite conclusion. It was a chance happening, after all, that brought him to that conclusion. Coming into the office one afternoon he surprised Stevens bending over Miss Burke's desk, with an evident admiration showing in his face. Dick's voice, when he spoke, held a sharpness that surprised himself. He went into his own office, fuming. He threw himself into his chair, and sat glowering at the orderly array of papers before him. "He can't have her, that's all," he said.

* * * *

IT was Burns who turned his thoughts, for a time into other channels. He came into Ogden's office with a rather stubborn look on his face.

"I want to open an account with the Perkins Carrol people," he announced. "Other firms are doing a good business with them and I have it from Carrol himself that we can get some of it if we give them a decent line of credit."

He had come, evidently primed for opposition, and Ogden's question, "And what's to hinder?" left him at a loss.

"The chief," he admitted, with some hesitation, "always seemed to have the axe out for them."

Dick Ogden nodded. "The chief,"

he conceded, "is a deft axeman. But did you ever suggest it to him?"

Burns grinned, rather sheepishly. "I haven't been much of a suggester," he admitted. "They're moving a lot of stuff, though, and paying on the nail—at least, that's what I hear."

Dick Ogden was puzzled. He had a feeling that if his father hadn't been favorably disposed, then it probably wasn't a good bet.

"Stevens thinks they're all right," Burns continued, argumentatively. "He should know."

Dick nodded. "Yes," he admitted. He had no facts on which to found a judgment, but he did wish that he knew just why his father had not opened that account. He wondered if they were trying him out. It was a chance—well, chances were often necessary to effect a cure. "Bill," he said, "remember that partnership deal?—If it were your business, would you open that account?"

"Surest thing in the world," Burns announced with decision.

"Then hop to it, partner. Only," he continued more soberly, "don't let them get in over their necks."

* * * *

WHEN, a night or so later, Silas Ogden made his customary call, Eileen Burke greeted him with a happy laugh. "The mummies are coming to life," she announced.

"Young woman," he retorted, severely, "don't go taking to that spiritualistic nonsense."

"It's a quotation," she retorted, happily, "from your son."

"I might have recognized it." There was no enthusiasm in his reply. "Do you happen to know what it means?"

"Oh, yes, it means that the men are beginning to talk back and give suggestions."

"Anything definite," he asked, with evident interest.

"Plenty of things. Just for instance," she said, in response to his skeptical glance, "Mr. Pritchard is changing the office system, at his own suggestion, too. He thinks it will save quite a bit of money. It will, too," she announced, with decision.

"Hm!" growled Silas Ogden. "If he liked his system so much why didn't he say so before?"

"Perhaps," she suggested, with a hint of malice, "because you said you liked yours, so much louder."

"Maybe you're right," he conceded in a quieter voice. "That's a credit item. What else?"

She thought for a moment. "They opened an account with the Perkins Carrol company. Mr. Burns wanted that."

"Burns," he thundered, "I might have

known that a fool is bound to do something foolish." He got up and paced about the room, growling to himself.

"I'm sorry I told you," she said, slowly.

Silas Ogden came to a halt before her, and the anger died out of his face. "No, no, my dear," he said in a quieter voice. "I can't expect to put on improvements without them costing me something. But you might drop a hint to Dick. Tell him—tell him that giving credit on a basis of outside appearances is like sending an invitation to the receiver. Tell him, too, that ideas need weeding; every new sprout isn't, necessarily, a good one."

Miss Burke did pass on these thoughts the very next day.

"Who said that?" Dick demanded, suspiciously.

She hesitated for a moment, as though at a loss for a reply. "A friend of mine," she said, with a ghost of a smile, "we sometimes talk business together."

* * * *

AT home that night, in the big house, Dick Ogden sat at his father's desk and wrote to him of the business. It was a long letter. "Your peaceful family is all shot," he wrote. "They've pretty well forgotten the 'yes, yes chorus'—Don't know if you'll like it; but they seem to. They're getting a lot more interested." He sat, for a while, studying what he had written. It didn't sound very convincing. It will be convincing enough, he reflected, with a grin, when he gets back into harness. He turned to the letter again. "About Miss Burke," he wrote. "I've followed your advice—at least, I've tried to; but there's a persistent laddie, somewhere in the offing, who doesn't seem to think very much of me. She's rather inclined to pick on me, after she's seen him. It sounds funny," he added, "but it isn't—not to me."

The letter journeyed to Florida and turned back, and a week later reached Silas Ogden, in that pleasant northern town. He read it with interest; was caught by that last sentence, and sat pondering it, with a somewhat troubled face. Things weren't working out quite as he had hoped. For almost the first time in his life, he had to admit that one of his own plans might go wrong. It was natural that a girl like Eileen Burke should have other friends—men friends. He might have thought of that. That was what the letter suggested. He put it in his pocket with a rather heavy heart.

It was still in his pocket when, a night or so later, he made his accustomed call. At the first sight of her all that uncertainty came back to him, with renewed force; she was so young and beautiful.

"You shouldn't be working," he said,



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slowly. "It's no life for you, cooped up all day long in an office."

"But I like it," she answered in some surprise. "It isn't being cooped up—not really. It's being part of something. I like it all—the work, the excitement, the people."

He didn't continue the argument. "Dick seems to enjoy it," he said, "—mostly. Here's his letter. It's rather sketchy. I wish you'd read it and fill in the details."

He sat watching her as she read. The light from a shaded lamp fell across her shoulder, outlining the clear oval of her face. He studied that face with care; noted the sensitive mouth; the clear eyes, quick to laughter; the firm little chin that hinted at determination. She's beautiful, he thought, as though the idea had come to him for the first time.

Eileen read the last paragraph and handed the letter back with a laugh. "He's a nice boy," she said, gently.

"He's getting to be a man," Silas Ogden answered, with his eyes still on her face.

"We lost money on that Anderson tender," she announced, suddenly. "I've been trying to get up courage to tell you, but I haven't any, so I can only blurt it out like that."

Silas Ogden's brows drew together, stormily. "You shouldn't have," he growled, "bad figuring."

He took the black leather book from his pocket. "How much?" he demanded. "We'll call it—education."

Eileen hesitated.

"He's got to pay it," Ogden persisted, stubbornly.

A sudden flush mounted the girl's face. "It's five thousand dollars."

Ogden scowled again. "And he should have made a thousand," he said, "that makes it fifteen hundred in round figures."

"He'll pay every cent of it," she flared, her face white with anger.

SILAS OGDEN noted the amount, and put the book away in his pocket. Then he looked down at the flushed young face beside him. He touched her arm, gently. "Of course he will, my dear," he said confidently.

Her anger faded at the gentleness in his voice. "I don't understand you, Mr. Ogden. You are so hard sometimes, and then so gentle."

"You will some day," he laughed.

"By the way," he asked, as he was leaving, "would you think it impertinent of an old man, if he were to ask who is the—'persistent laddie'?"

She looked at him with mockery in her eyes. "The only 'persistent laddie' I know," she laughed, "is—you."

"If I were thirty years younger, young lady—" he said.

He turned, with his hand on the

door. "You might tell Dick—tell him that the man who wants to avoid mistakes must keep his mind on one thing, and one thing only; and that thing is the business."

If I know my son, he reflected, happily, as he turned away, he's just stubborn enough to fly in the face of that bit of wisdom, and then: Dick's thirty years younger, he reflected; and he stepped out jauntily to the measure of a discordantly whistled tune.

DICK OGDEN arrived at the office somewhat earlier than usual. It might have been due to his growing interest in the business, and then it might have been the result of a recently made discovery, that it was Miss Burke's custom to see that things were ship-shape in his office before his arrival.

It was not with undiluted pleasure, therefore, that he saw the heavy form of Burns awaiting him. There was dejection in his very attitude.

Dick studied the mournful picture. "Why all the funeral trappings?" he asked.

Burns pulled himself erect. His voice was hoarse as he answered. "Perkins and Carrol—they're going to assign—you knew that?"

"No, I hadn't heard anything of it." He looked up at the jaunty Burns and was startled at the sober look on that usually cheerful face. "Are we in much?" he asked, quietly.

"We thought this out—Stevens and I," Burns began stumbly, and stopped. "Mind if I call the others," he asked, unsteadily. "We'd better talk this over."

"It doesn't begin very gaily, does it?" Dick turned to Miss Burke as Burns closed the door. His tone belied the lightness of his words. He saw that her face had gone white.

Before she could answer the others trooped into the office.

Dick looked up with a smile, a smile that died on his lips. "So it really is serious?" he said, slowly.

Pritchard nodded, heavily. "Yes," he said, "serious, very serious." He turned to Burns, evidently waiting for him to speak.

Burns' eyes sought the faces of the others, then returned to Dick's. "I sold them," he said, thickly. "Told the boys to let them have what they wanted. It's up to me. I'll resign," he said, suddenly, "there's got to be a scapegoat here, and I'm it."

"Not altogether," Stevens broke in. "There's a pair of us. I could have stopped it. I'm credit manager here. No, I'm in it, too. I thought it was all right," he continued, apologetically. "I'd have put my own money in it just as readily, if I'd had it. They were doing a big business, opening three new branches, too. They seemed

good. I took a chance, too. We're both in it."

"You'll need to do something to square matters with the Chief," Burns interjected. "It won't help much, but you might as well fire me. I don't know about Stevens."

"It's not very clear," Dick smiled at them through white lips, "but from the way that you are all withholding the figures, I judge that it's pretty bad; but before we go into that, I want you to get the right slant on this. I can't go into all the wherefores and whereases, but what I said awhile back still goes. We're all partners in this—whatever happens, it's my fight, too."

"You're taking on a pretty big one," Burns' voice broke in, heavily. "We're in fifty thousand dollars."

From her place in the background, Eileen Burke gave a gasp of dismay.

"Better think again and unload us," Burns broke in.

Dick frowned at him. "No!" he said, sharply, "we're all in this. You should have known better, Burns, and you, too, Stevens; but I—I, most of all should have known. It's out of Pritchard's line, still he's been here a long time, he should have known something about it. So he's in it, too. Partners," he said, somewhat wanly. "It's up to us to fight."

"Fight? How?" Stevens and Burns spoke almost in unison.

"I don't know. That's what we have to find out. But we've got to save some of that, somehow."

"Yes, that's the thing now," Stevens spoke slowly. "We're all in this, of course," he turned sharply on Dick Ogden, "but you and Pritchard are in cleaner than we are. You did check up, you know. You checked me and you checked Burns, and we gave you a wrong steer. We thought they were good, and we thought," he continued with some hesitation, "that—if you knew how deep we were in—you might shut down on them. We were gambling that they were good. We gave you a wrong steer. You had a right to trust us; we've been here three times as long as you have. But we went bad on you. We meant it right, but we went bad."

Dick shook his head. "It doesn't matter," he said, "not now."

"When did the last order go through?" Dick demanded, suddenly.

"Ten days ago, should be there by now. Deliveries have been slow, though," Burns was not optimistic.

"I thought of that," Stevens broke in, "wired along the line to catch that car, last night—soon as I heard. Haven't had a confirmation yet, but I expect we can stop delivery of that lot anyway."

"Good!" Dick said. "Let me have a full statement, as soon as you can, of

how that account stands. And I think that's all, now."

When they had filed out, he turned to Miss Burke. "I've climbed into rather a mess, haven't I?" he said ruefully. "I thought that all I had to do was to make them think for themselves; but you can't push any idea too far, and I did. I wonder what your friend would say about this?"

"I have a message from him," she said, "but I don't know that I want to give it to you, now."

"Then it's not pleasant. Well, let's have it. This isn't a pleasant morning."

"He said," she quoted carefully, "If you want to avoid mistakes, you must keep your mind on one thing, and one thing only, and that's the business."

He was silent for a while. "I don't seem to warm up to this friend of yours," he said, slowly. "He's wrong, too." His voice was sober. "Business isn't an end. It is only a means to an end. I'm not denying its importance. It's a big thing. It ought to call out big things in any man. Only," he hesitated—"there are sympathies and appreciations and—affections, that are bigger still."

He sighed a little. "Will you wire the dad?" he said. "Tell him about this thing. Don't let him think that I'm calling for help. It's just a warning—so that he can take over, if he wants to."

Miss Burke did send a wire but it said none of those things. It said, simply, "Come and see me, tonight."

* * * *

"YOU must have some big news, to bring an old man hurrying across country like this," Silas Ogden said as he greeted her that night.

"It's bad news," she said, soberly, when they were seated before the fire. "Perkins and Carrol are going to fail, and they owe us \$50,000. They need you now. Of course you'll come back."

He sat silent so long that she began to think he had not heard. "Of course you'll come back, now," she said again.

Silas Ogden studied her anxious face for a while, then he shook his head.

"But you don't mean that you'll see him in trouble and not come to help?"

"Did he ask me to come?"

"No, he didn't. But you'll come anyway, won't you?"

He shook his head again. There was a faint smile on his lips, but the eyes behind that smile looked soberly into hers, and the face was drawn and white. "That would be the easiest way, the way I would like to take. It's a big loss, \$50,000, a crippling loss, this year. It's almost a disaster. Perhaps it is disaster. We can't afford that loss. And," he continued, more slowly, "I can't afford to go back and prevent it, even if it weren't too late."

"But you'll still expect him to pay?" she said, fiercely.

Once more he nodded, with the same sober look on his face. "Don't get to thinking too hardly of me. It isn't only I who demand repayment—it's life. It's the repayment that means character."

"I'd like to go back," he snapped, a sudden harshness in his voice. "I'd like to hang that fellow Carrol's hide on the fence." The harshness died out of his voice. "It wouldn't be fair to Dick," he said. "If I went, now, just because trouble has broken, I'd get all the credit for anything that was done. They'd all think—the men in the business and outside—that I had come to pull him through. No! I turned the business over to him, and I'd rather lose the whole thing than steal his chance. He's my son," he said, proudly. "He'll fight back."

There was silence in the big room as Silas Ogden sat staring into the fire.

Eileen watched him from the shadows. The flame had died out of his face, leaving it white and haggard. For the first time it occurred to her that he was old.

"You're giving him a pretty hard fight to face alone," she said. His words had not convinced her. To her woman's sense of loyalty it seemed impossible that he could withhold his help; but that suggestion of age had softened, unconsciously, the harshness of her judgment.

"Yes, a hard fight," he admitted. "But I've given myself a harder—to stay outside that fight. But tell me what he has done."

She outlined with care the conference of the morning, and he nodded his approval. "Tell him," from yourself, "to look up that fellow Carrol. He failed once before. It looked queer to me then, but I didn't go into it. It wasn't my business. But it might help now. What a man does once successfully, he's likely to try again in the same way. Tell him that."

* * * *

SHE did tell him in the morning when he came in looking very white and tired. He had evidently not slept, but he had resumed his light air.

He smiled at her when she told him. "It's funny," he said, "but you are getting to talk and think just like dad."

But the suggestion had evidently fallen on fruitful ground. For two weeks she hardly saw him, save for hurried visits to the office. He was thinner and more tired looking, and his eyes had an unnatural brightness. It made her think, somewhat bitterly, of his father.

And then, one day, he resumed his regular routine. "You were right," he said, when later in the day they were alone in his office. "He did do it again



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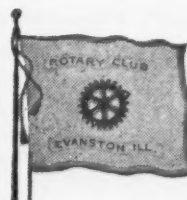
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—the same way. I found out the old way, and that made it easy to find the new. He'd opened two new places in Portland and Ashley—took delivery of our goods for his new branch stores, carted the stuff across the city and re-shipped it, by another line, to those real places. The branch stores were only a blind. The liquidators have attached all that stuff; and we'll get a good deal out of it. As close as I can figure, with what we saved in stopping that last shipment, and what we'll recover from these places, we'll actually lose fifteen thousand. That's bad enough, isn't it?

"I'm a bit tired," he said, suddenly, "lonesome, too, I think with the dad away. He's a companionable laddie, though you mightn't suspect it." He hesitated. "Couldn't we run out to the lake and have supper there tomorrow? It's Saturday, you know." There was an eagerness in his tired voice that caught her attention.

She was silent for a while, and then: "I'd love to," she said.

* * * *

DICK OGDEN stopped at the Grove Park house with the same sense of surprise that had been with his father. Only, unlike his father, he recognized her at once, when she greeted him in the dim light of the hall.

"You look just as I knew you would look," he said, slowly, and she flushed at the tone of his voice.

There was a new gaiety upon him as they drove through the crowded streets and out onto the open road, something almost recklessly eager. It was almost as though, as though he were trying to escape from himself, or was on the threshold of some great adventure; she could not decide which. But as she caught a glimpse of his tired face she realized how great was the relief after those long days of strain.

At the lake they secured a table on the terrace, overlooking the water; and he ordered, lavishly, deaf to her laughing protests. They talked, lightly, of many things; of places they had visited, people they had known in common. It did not cross his mind to wonder that she had seen and known so much. It was enough that she could talk with understanding and appreciation, and a light touch of sentiment. They found likes in common, and quarreled, happily over differences. And often their talk returned to the business, as though it were a lodestone that drew both their thoughts; and would drift away again to the gay surroundings about them.

"I love it," she said, "the open air, the people, the gaiety. I haven't had much of it lately." There was no hint of complaint in her words, just a statement of fact.

"Like it better than the business?"

She thought over that for a while. "No, I don't think so. I love the business, too."

He was silent for a while. "There's something I want to say to you," he said, slowly, "something I didn't know till just lately. But I know it now. I've been wanting to tell you."

He felt her hand rest, lightly, on his arm, saw her eyes, soft and luminous, fixed on his face. "Not tonight, Dick," she said, a little tremulously. "It wouldn't be quite fair."

His grave eyes scanned her face, hungrily.

"Not now, Dick. Not for a little while," she said again.

"Why?" he asked soberly.

She gave a little helpless gesture. "I can't tell you, not now."

He did not press her for any further explanation. "Then you know what it is I want to say?"

Her voice was hardly above a whisper. "Yes, I know," she said.

It was when he was helping her out of the car at her home that she returned to her old mood of gaiety. "I like the business," she said, "but I'm afraid I like this, too." Even in the darkness he could see the happy sparkle of her eyes. "And—and Dick," her voice grew soft again. "I'm glad that there are sympathies and appreciations—and—affections that are bigger than the business," and, with a wave of her hand, she had disappeared.

* * * *

IT was just a week later that Eileen, answering the door, saw Silas Ogden standing on the step.

"But I wasn't expecting you," she said, almost breathlessly. "Dick—Dick is coming tonight. I thought I told you."

"Yes, I know," he replied in a heavy voice. "I've decided to come home."

"But they don't need you, now."

"Tell me about that," he said, as he entered the living-room.

"Dick says that they will lose about fifteen thousand."

"So I'm not needed," he growled, "for a little thing like the loss of fifteen thousand."

"That isn't quite fair, Mr. Ogden."

"No, it isn't," he admitted. "It's good work. Better than I could have hoped. But it's a big loss. Still, I fancy it will be worth it. It has taught all of us something."

A moment later, there came a ring at the door, and Eileen went to open it. He heard his son's voice in the hall. There was a thrill of eagerness in it, and Silas Ogden smiled with satisfaction. Then Dick entered the room, and saw his father sitting there.

He strode forward with outstretched hand. "Dad, by all that's wonderful!" he exclaimed. "What brought you

here?" There was unfeigned pleasure in his voice.

"I've come home, Dick," Silas Ogden said, soberly. "I came here to do a little checking up with Miss Burke, before going back to the office. How have things been going?"

Dick's eyes sought Eileen's with a puzzled expression. "The 'yes, yes, chorus' is cured," he said, dully, "but at a big cost. It wasn't all quite as simple as I thought. I've learned something, too," he added, "but I don't know that you will think it worth while when you know it all."

"I know about Perkins and Carrol," Silas Ogden interrupted, sternly. "That's Burns' work, I know. I'll deal with him."

DICK OGDEN faced his father, wonderingly. He stood very straight and still, and the weary lines showed in his face. "It's my work," he said slowly. "You put me in charge, and I'm responsible."

"Then you'll pay for it," snapped Silas Ogden.

A dull flush mounted the younger man's cheek. He gazed steadily at his father. "Willingly," he said, with slow emphasis.

Eileen crossed the room and stood beside him. Her hand slipped around his arm and held it close.

"Are you taking sides, Miss Burke?" Silas Ogden demanded.

"Yes," she said, her bright eyes fixed on his face in utter bewilderment, "our agreement is over. I can take sides now."

"You know what I told you," he said, almost roughly. "It has all got to be paid. Let him see how the record stands."

"I'll help him to pay it," she said. "There are some things bigger than just business."

And Dick Ogden looked down at her and smiled.

A throaty chuckle sounded in the room, and they turned, again, to Silas Ogden in surprise and uncertainty. "Read it," he said, holding out the leather-bound book. "The record," he repeated, impatiently, "read it."

Eileen took the book from his hand, with something of reluctance. It opened at a back page. They bent over it, together and read the careful script:

"A man's wife may make or break his business," it said, "and a good wife, therefore, cancels many obligations," and below:

"This account is paid in full, with interest."

"But you couldn't have known?" Eileen spoke the words hardly above a whisper.

"I planned it all," he said, happily.

"Dick, my boy," he called back from the hallway, "it was my plan. You're one of the 'yes, yes' chorus' after all."



What Happened? in Cincinnati?

SUCCESSFUL CHAMBER OF COMMERCE CAMPAIGN

—Consolidated Ability and Desires of City's Leaders

—Intensified Civic Spirit—Organized Public Opinion

STAGNANT OLD Cincinnati—conservative, easy going metropolis of the Middle West woke up with a start. More than \$2,000,000 had been raised by OUTRIGHT GIFTS for a new Masonic Temple (an unequalled feat so far as is known).

Almost overnight the city had given birth to a new spirit. The citizens had suddenly discovered their ability to get together and do big things. Along with this newly found strength came an impelling desire for new fields to conquer.

So they got behind the Chamber of Commerce "Program of Progress" and raised over \$400,000 above and beyond the regular income—thus providing a substantial fund for enlarged activities in Industry, Trade Expansion, Transportation, Promotion and Publicity, and Civic Development.

In these two campaigns—as in all campaigns under our supervision—the matter of money raising was secondary, the real success of the campaign being measured by the united citizenry, the permanent good will, fellowship and cooperation that is established. Long, successful experience in financial campaigns of all kinds, has given us the ability to diagnose local conditions and to prescribe for them in such a manner as to indelibly instill this spirit of accomplishment and determination in the community at large. Our staff is composed of experts. Our campaigns are all handled on the Guaranteed Cost Basis.

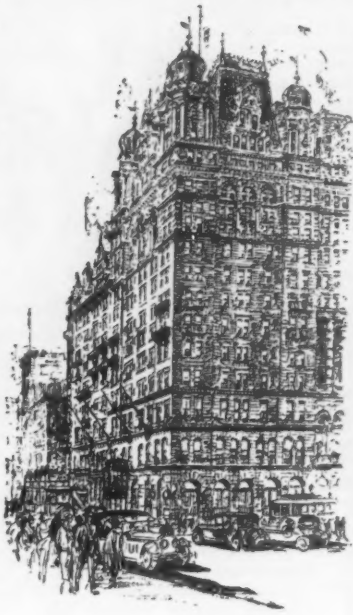
WE INVITE CORRESPONDENCE FROM BUSINESS MEN
AND OTHERS WITH PHILANTHROPIC INTERESTS

Perhaps you are hampered by a situation that could be remedied by an intensive plan of action—factions consolidated and faced toward a common perspective. We would welcome the opportunity of sitting down with you and talking over matters.

A conference with us does not obligate you in any manner.

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FRATERNITIES · COMMUNITY CHESTS · SOCIAL AGENCIES



Where the
Objects of
Rotary
are carefully followed

The
Waldorf-Astoria
Fifth Avenue, 33d and 34th Streets
New York

The dignity of its Fifth Avenue address, the prestige of its remarkable hotel history, the spacious comfort of a hotel built before large buildings had to be cramped into small quarters, and its quiet, restful atmosphere—are some of the reasons why The Waldorf-Astoria has always been a favorite stopping-place of Rotarians when in New York.

The spirit of hospitality and service—for which The Waldorf has achieved world-wide acclaim, extends to the other great hotels under the management of

BOOMER-DU PONT PROPERTIES CORPORATION

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BELLEVUE-STRATFORD
Philadelphia

THE
NEW WILLARD
Washington

5th AROUND THE WORLD CRUISE

From N. Y., Jan. 20th, westward, by specially chartered new Cunard-Anchor "California," 17,000 tons, oil-burning, 4 mos. \$1250 up, including hotels, guides, drives, fees. Stop overs in Europe. Visiting Panama Canal, Los Angeles, 18 days Japan and China, Java, option 18 days in India; Cairo, Jerusalem, Athens, Europe, etc. 21st MEDITERRANEAN CRUISE Jan. 31, specially chartered new Cunarder "Laconia," 20,000 tons (oil burning), 62 days, \$600 up; including drives, guides, hotels, fees. 17 days Palestine and Egypt.

SOUTH AMERICA; select, small party, Jan. 22, 600 to 700 passengers expected on each cruise.
FRANK C. CLARK Times Building NEW YORK

DECALCOMANIAS



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WINDOW SIGNS for Trade-
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232-234 N. 60th St. Philadelphia, Pennsylvania

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THE Windsor

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LETTERHEADS BUSINESS CARDS
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CENTURY ENGRAVING & EMBOSsing CO.
19 SOUTH WELLS ST. CHICAGO U.S.A.
W.G. HARTUNG - PRES.

Comment About Books

(Continued from page 27.)

all in order to replace an evil environment with one that is better. Shelley's patiently conquering Prometheus forgives wrongs darker than death or night. The scientific imagination unfolds to us the infinite, wonderful world. How many find in the deeper significance of these the beauty of a Creator's spirit that loves to redeem and perfect faulty human beings?

All great literature and art are tinged by the "breath of the spirit." The two languages of literature and science, in their respective rôles, lead down to the "great cave" of the human soul, just "below the surface of life," into which "men sink to communicate with their fellows." In one of these little books an English divine finds the beauty of God in joy and laughter, in the stars and mountains and flowers as well as in the marvelous meanings of the Hebraic revelation. The other book, by a ripened man of letters, contrasts the hurry of life, born into the world with the discovery of steam, with "The Lord is my shepherd," bringing fresh surprises with each repetition.

Both books are what an experienced bookman would call rarities. One is Royden's "The Beauty of Religion" (Putnam's Sons); the other is John Jay Chapman's "Letters and Religion" (Atlantic Monthly Press). Both are precious little documents in our day of debate and diluted search of beauty, for any who can persuade themselves that life is more than meat and the body more than raiment.—L. E. ROBINSON.

How to Build a Business Code

(Continued from page 24.)

spirit of craft clannishness, which seeks only mutual self-interest.)

(To illustrate this section of an adequate code several rules have been selected from the twenty-eight rules of conduct given under this heading in the Code of Ethics of the Gas Products' Association.)

"We shall refrain from and discourage the practice of disparaging a competitor's equipment, output, personnel, or his business, financial or personal standing, and shall endeavor to prove to our competitors that we are as sincere and honest in all matters as we could wish them to be.

"We shall endeavor to maintain such a friendly relationship with competitors as will enable us to meet with them and discuss frankly the means of furthering our mutual interests.

"We shall not resort to bribery or other means of persuading customers' employees to acts which discredit a competitor's product.

"We shall not resort to bribery of a competitor's employees nor shall we spy upon a competitor's plant, trail a competitor's deliveryman or salesman, bribe a railroad employee for information about a competitor's shipments, steal or copy a competitor's blueprints, or use any other means of procuring a competitor's business or trade secrets.

"We shall not procure breach, withdrawal or delay of competitor's contracts with customers by misrepresentation or by any other means.

"We shall avoid threats of suits of patent infringement for selling or using alleged infringing products or equipment, unless such threats are made in good faith.

"We shall make no false claims to patents or misrepresent the scope of patents.

"We shall not simulate in our own product the trade mark, trade name, slogans, advertising matter of a competitor or otherwise attempt to imitate a competitor so as to obtain advantage of the good will he has established.

"We shall not obtain prices from a competitor through bogus requests by a third party.

"We shall not combine with competitors to raise or maintain or bring about uniformity in prices, to divide territory or to allot customers. Selling below cost is an unfair method of competition, and it is unethical to do so. A fair profit shall be made on all transactions.

"We shall not hire employees away from a competitor or induce them by other means to leave his service, as it is recognized as a sure way to invite reprisal and a general demoralization of employment relations in our industry. We recognize the right of every man to use all reasonable efforts to better his condition, but also recognize that employers do one another and the employee a great wrong when they become bidders for his services.

"When rumor or statements reach us which tend to reflect upon the honest intentions, acts or purposes of another member we shall question their correctness and feel free to communicate frankly with said member for the purpose of ascertaining the facts.

"Intensive competition for business established by a competitor should be discouraged, as it has a tendency to tear down what another has built up, but competition in developing new business is to be commended and should be encouraged.

"We shall be cautious in the purchase

HAWAIIAN KONA: Coffee



KONA is the name of a district at the southern tip of the southernmost island of the Hawaiian archipelago. If there is a goddess of coffee, Kona is her home for in that favored section is grown the most delicious coffee known to mankind.

But even the wonderful Kona berry is no more than potential coffee when it leaves the plantation. It must be aged for several years, picked over by hand to eliminate every defective berry or foreign substance that might taint the aroma of the true coffee, roasted expertly—all the berries exactly alike—then winnowed of chaff and properly

packed. The brand **MAYFLOWER KONA** insures just that.

Few persons beyond these Island shores ever have tasted Mayflower Kona, as the quantity produced is very much less than the proverbial drop in the bucket compared with world consumption. Nevertheless we want Rotarians and their friends at least to share the enchanting beverage with us. George Bustard, whose hobby is Kona coffee, asks to be pardoned in advance if some tall-ender gets his cheque returned instead of a canister of Kona. George says all he can do is suggest that you shoot the coupon out by next post. Use the air mail if you feel nervous about it.

No order for less than 5 lbs. accepted—too much overhead.

5 lb. Tin
Securely packed
\$3.37

Post paid

to any point in U. S.,
Canada or Great
Britain. (Elsewhere
add sufficient to
cover 7-pound parcel
post.)

HENRY MAY & CO., LTD.,
George Bustard, Manager
Honolulu, T. H.

Please send by parcel post prepaid.....tins MAYFLOWER
KONA COFFEE to

Name

Street and Number.....

City.....State or Country.....

IF INTENDED AS A GIFT PLEASE SEND CARD OR GREET-
ING YOU WISH ENCLOSED AND DATE TO BE DELIVERED.
(Attach additional names on extra slip.)

Amount enclosed

\$.....
U. S. MONEY ORDER
(Rotarians' personal
cheques acceptable)

Always Dependable

White Mountain Refrigerators

"The Chest with the Chill in It"

The Maine Manufacturing Co.

Nashua, New Hampshire

I. FRANK STEVENS



Every Puff a Pleasure

CONZALEZ & SANCHEZ
HAVANA CIGARS

Sold Everywhere

FACTORY & OFFICES - JACKSONVILLE, FLA.



Such popularity must be deserved

No golfer can win cups year after year unless he's "there" with a wallop. Nor can a cigarette win and hold millions of smokers, as Chesterfield has, unless it's "there" with the goods.

Chesterfield

CIGARETTES

They Satisfy—millions!

Liggett & Myers Tobacco Co.

INDIVIDUALIZED OXFORD SHIRTS MADE TO YOUR MEASURE AND MONOGRAMMED

Our shirts are custombuilt to your own size and style by experienced shirtmakers from the finest importations of English oxford. This durable and fine appearing fabric comes in white, tan, grey and blue. Your initials monogrammed in garnet or amethyst silk at no extra cost.

Fit, workmanship and materials are fully guaranteed by us.

Samples will be sent upon request, or you may order with confidence direct from this advertisement, giving size, style and colors desired.

COCKBURN CO. - - Troy, N. Y.

SALESMEN WANTED

We manufacture a line of store equipment for the grocery, meat market and general store. Also sell to hotels, restaurants and institutions. Sales made on monthly payment plan if desired. Business long established and products well known. Have a few territorial openings for salesmen experienced in calling on the above lines of business. Careful training given new men before starting and leads furnished as result of liberal advertising policy. Write for particulars to

THE A. J. DEER COMPANY, Inc.
35 West Street, Hornell, N. Y.

USE MOORE PUSH CARD SIGNALS FOR YOUR FOLLOW-UP SYSTEM

Whether at your office, or for the Club, these Signals, which come in 12 colors, will remind you when to send out the next follow-up letter.

Moore Push-Pin Co.
113 Berkley St., Philadelphia, Pa.
Manufacturers of Moore Push-Pins, Push-less Hangers, Map-tacks, Thumbtacks, etc.

UNLESS PRESSURE BE BROUGHT TO BEAR

clothes fastened to the line with U. S. CLOTHESPINS are there to stay.



"They have a Bull Dog Grip"

Join the procession of dealers who enjoy a profit from the sale of these clothespins.

Prices and samples on request.

U. S. CLOTHESPIN CO.

Manufacturers

Montpelier, Vermont, U. S. A.
Johnson Sales Co., Sales Agents
Union Bank Bldg. Pittsburgh, Pa.

of equipment to increase our productive capacity and give due consideration to whether the demand for our product has been permanently increased, so as to justify such additional equipment. We realize the evil of surplus production capacity and believe it far better to arrange with competitors to take care of each other's temporary surplus orders than to purchase additional equipment to meet a temporary need.

"Good feeling among the manufacturers engaged in this industry is for the best interest of all concerned, therefore no producer shall judge the action or course taken by another without full knowledge of all conditions in relation to the matter in question."

RULES OF CONDUCT GOVERNING THE CRAFTSMAN'S RELATIONS WITH PROFESSIONAL MEN WHOSE PROFESSIONS ARE INTERLOCKED WITH THE CRAFT (SUCH AS DRUGGISTS WITH PHYSICIANS, BUILDERS WITH ARCHITECTS, ETC.).

The Rules of Conduct under this section are quite technical in character, but are necessary to the code. Professional codes should include similar rules of conduct, so that the reciprocal relations of the professional craftsman with the business craftsman are covered.

(The type of Rules of Conduct which should appear under this section of an adequate code is illustrated by the following rules quoted from the Code of Ethics of the National Restaurant Association. This was the first code written on the basis of Rotary's recommendations regarding adequate codes of standards of correct practice, and has since been used as a guide by many and varied trades and professions in the development of their codes.)

"The Restaurateur shall cooperate with physicians in providing scientific diet service for those patrons who are on a restricted or special diet.

"In the interest of the public health, Restaurateurs shall offer for sale foods of these special types and make them easily available for patrons desiring the same.

"In the matter of physical examination of employees and free medical attention, the services of a reputable physician shall be engaged, who will conscientiously accept the responsibility of protecting patrons from possible contagious diseases and the maintenance of good health and physical well-being among the employees."

RULES OF CONDUCT GOVERNING THE RELATIONS OF THE CRAFTSMAN WITH THE PUBLIC IN GENERAL, AND THE GOVERNMENT.

The Rules of Conduct under this section include the maintenance and ob-

servance of local, state and federal laws, public service, and participation in community betterment movements (civic, charitable and philanthropic).

(This section of the Code of Ethics of the Association of Garment Manufacturers includes the six rules of conduct given here as illustrations.)

"It is an improper practice to engage in any movement which is obviously contrary to law or public welfare.

"The manufacturer shall have a lively interest in all that relates to the civic welfare of his community, and to join and support the local civic and commercial associations. He should participate in those movements for public betterment in which his special training, knowledge and experience, qualify him to act.

"The manufacturer should welcome every opportunity to disseminate practical and useful information relative to the garment business in order to provide the public with a correct understanding of this industry, and also to refute untrue, unfair, or exaggerated statements regarding the industry, appearing in the public press or elsewhere.

"The manufacturer shall inform himself on the provisions and decisions in regard to all tax matters so that his report will comply with both the letter and spirit of the law, and be found correct by Government Inspectors.

"The manufacturer owes it to himself and to the industry as a whole to be informed concerning the local, state and national laws regarding the garment manufacturing business, and shall always cooperate with the proper authorities in the enforcement of such existing laws.

"The manufacturer shall also interest himself in all proposed legislation affecting the clothing industry, study its provisions, justice and fairness, and taking measures in connection with others to see that the best interest and welfare of the industry is safeguarded."

RULES OF CONDUCT GOVERNING THE RELATIONS OF THE CRAFTSMAN WITH HIS CUSTOMERS OR CLIENTS.

The Rules of Conduct under this section include fair dealing, advertising methods, quality of goods, delivery, physical equipment of the plant, etc., and the unethical practices of substitution, adulteration, et cetera.

(The Institute of Motor Dealers—of England—is responsible for the development of the code of ethics for the garage industry, from which the following rules of conduct are quoted as examples.)

"Garage owners shall create confidence with the purchasing public by deserving it. The object of the rules of conduct under this article is to make

satisfied customers. The customer should be educated in the matter of economical running of his vehicle; be told of useful tools and accessories; and his safety at all times be guarded in every possible manner.

"The garage owner shall have an orderly and inviting place of business. It shall be kept clean and absolutely sanitary. It shall be open for service to the public at all reasonable hours, depending upon its situation and local demands.

"It is unethical to refuse service to any motorist owing to matters of personal convenience. Calls for help should be answered quickly. It is nevertheless quite proper for the garage owner to insure that payment for the service will be forthcoming before answering such a call.

"The garage owner shall have all supplies thoroughly inspected before sale. There shall be no deception or evasion of fact as to the grades of petrol or oil offered from bulk storage.

"Garage owners shall take advantage of no man's ignorance, and shall see that employees are truthful and straightforward, and that they do not misrepresent to or overcharge the confiding. Treat the keen and confiding buyer alike.

"Those who come into contact with the buying public shall not be mere order takers. They shall offer suggestions and the benefit of their experience to customers so that sales will be made wisely.

"Articles which have no practical value shall not be offered for sale.

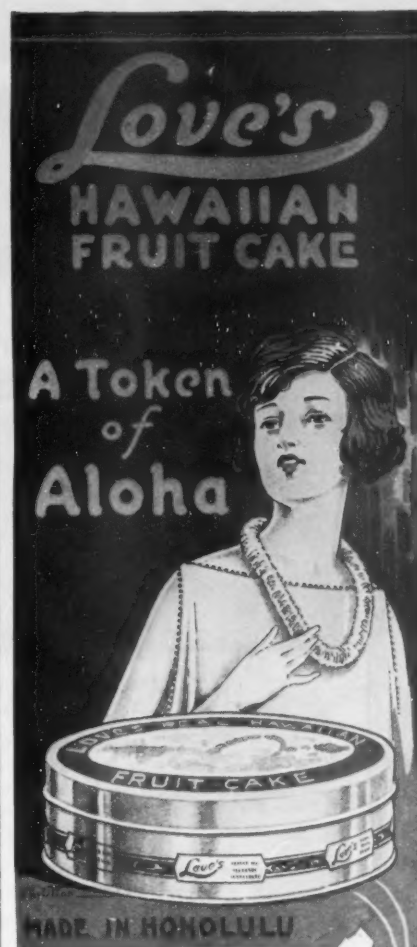
"There shall be one price for all. The price fixed by the manufacturer and controlled by him shall not be deviated from in the slightest, either directly or by subterfuge. In the case of non-protected articles or goods, the garage owner shall fix his own price, governed by buying conditions and overhead charges, and when that price is fixed it shall not be varied according to the paying probabilities of the customer.

"The garage owner shall not take unfair advantage of purchasers in times of great demand, short supplies, or other emergencies.

"Equal, courteous, polite, attentive service shall be given to all customers, whether they are large or small purchasers. When tipping is customary the garage owner shall see that non-tipping customers receive the same courteous, polite, attentive service as those who do tip.

"In the matter of customers' complaints, the garage owner shall freely admit errors, make adjustments cheerfully, and give the customer the benefit of the doubt.

"The display of articles which differ from those actually on sale is unethical.



Aloha is the Hawaiian word of welcome, friendliness, affection, and "Good fortune attend you!" Above all other words it is significant of the spirit of the Paradise of the Pacific.

A Token of Aloha is a souvenir of Hawaii's bountiful isles of delicious fruits, fragrant flowers, summery clime, and wonderful scenes.

Love's Hawaiian Fruit Cake is a unique and substantial Token of Aloha, a delightful suggestion of tropical luxury, a tasty morsel of ambrosia from gardens of the gods set in mid-ocean, between Occident and Orient.

It is as if the artist-baker were a wizard, who, by some secret alchemy, had captured the essence of Hawaii's magic, and put it in a cake to go all over the world, carrying the sunshine, the romance, the charm of America's far-flung floating Edens,—fascinating the palate and enchanting the appetite of all who partake thereof.

The richness of Nature in Hawaii, and the benefit of many years of experience, go into the making of Love's Hawaiian Fruit Cake, so that it is at once healthful, extraordinary, and exquisite.

A TRULY TROPICAL TREAT
Net weight, 5 pounds.
Delivered anywhere in U. S. A., \$6.50

Love's Biscuit and Bread Co.
G. Stanley McKenzie, Manager.
Honolulu, T. H. (2-cent postage.)
Please send an Hawaiian Fruit Cake,
with my compliments, to

Name
Address
I enclose (check money order) for \$.....
Signed
Address
(Write additional names on margin.)



ENGRAVINGS

IN OLDEN DAYS,—and not so very far back, at that,—the only engravings used were carved out of wood by Monks. Contrast this with the Modern Science of photo-engraving which enables you to have anything reproduced, whether this be works of Art or merchandise of any description.

The success of the largest business houses in the country, both Retail, Wholesale and Mail Order and also the Manufacturing Industries, has only been achieved by use of illustrations in their advertising matter and catalogs.

The Barnes-Crosby Company has for a quarter of a century maintained its position as one of the foremost

establishments of its kind in this country, and with its large Advertising Studios, with specialists in all branches, and its modern up-to-date Engraving Shops, is in position to produce illustrations and engravings of the highest order.

A cordial invitation to visit our Offices and Works is extended to all buyers.

BARNES-CROSBY COMPANY

E. W. HOUSER, PRES.

ADVERTISING ART STUDIOS
PHOTO-ENGRAVING SHOPS
9-NORTH FRANKLIN ST. COR. MADISON ST.
CHICAGO, ILL.

"Your Story in Picture Leaves Nothing Untold"

"The garage owner shall be accurate in his written or oral words, whether they be in letters, part of sales talk, or general conversation with patrons and others. Accuracy is not only the absence of actual misstatement, but also the presence of any facts which will prevent the hearer or reader taking a wrong inference or making an incorrect deduction.

"Any willful misrepresentation as to market conditions or supply, to create a demand or justify prices charged, is unethical.

"Advertisements which are false, or which have a tendency to mislead, or which do not convey the whole truth, or which do not conform to business integrity, are unethical. The garage owner should not advertise in an undignified or ultra-sensational manner.

"The giving of prizes, premiums, souvenirs, or any other gifts as an inducement to trade is unwise. It lowers the standing of the business. Sales should be made on basis of quality, intrinsic value, and service."

RULES OF CONDUCT GOVERNING THE MAKING AND EXECUTING OF CONTRACTS, WITH SPECIAL REFERENCE TO SPECIFICATIONS.

This is included as a special heading not only because of its importance, but to avoid splitting the topic in its phases under the six previous sections. The Rules of Conduct under this section specifically define the making and executing of contracts, and the framing of specifications, so that all the parties to the contract are mutually benefited.

(The Rules of Conduct necessary under this section of an adequate code are illustrated by the nine rules quoted here from the code of the National Peanut Butter Manufacturers' Association.)

"All contracts shall be made so that all of the parties to the contract are mutually benefited.

"A contract shall be simple in offer and acceptance, sufficiently formal to be valid, with the consideration, concisely expressed and with an object unquestionably legal. It shall avoid obscure language, useless verbiage and the inclusion of so-called 'joker' clauses.

"We shall never sign a contract without reading it.

"We shall refuse to sign a contract the provisions of which are not mutually beneficial.

"The terms of the contract shall be carried out according to the spirit as well as the letter of the agreement.

"The word of mouth contract is as valid as the written contract and must be faithfully carried out.

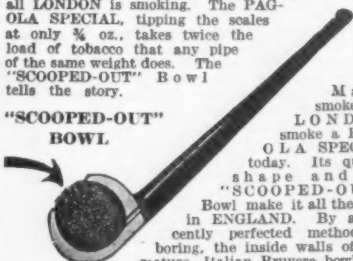
"We shall always uphold the honor and integrity of our industry by faith-

LONDON'S LATEST PIPE

Weights only $\frac{3}{4}$ oz. by actual test.

NOW you can obtain the pipe which all LONDON is smoking. The PAGOLA SPECIAL, tipping the scales at only $\frac{3}{4}$ oz., takes twice the load of tobacco that any pipe of the same weight does. The "SCOOPED-OUT" Bowl tells the story.

"SCOOPED-OUT"
BOWL



Many smokers in LONDON smoke a PAGOLA SPECIAL today. Its quaint shape and the "SCOOPED-OUT" Bowl make it all the rage in ENGLAND. By a recently perfected method of boring, the inside walls of the mature, Italian Bruyere bowl are "SCOOPED-OUT", allowing much more room for tobacco than does the average pipe. The PAGOLA SPECIAL cannot spill any tobacco either. It is perfectly balanced and stands upright on any table or desk. PRICE POSTPAID, \$3.50 EACH. FREE—"Pipe Wisdom," an interesting book for the Pipe Lover, sent upon request.

Henry A. Sprung,
2702 3rd Ave., New York City.

☐ Please send me FREE "Pipe Wisdom."
☐ Send me the PAGOLA SPECIAL. I will pay postman \$3.50 upon delivery.

Name
Address..... City..... State.....

The Powers Hotel

ROCHESTER NEW YORK

Rotary Club Headquarters
(Lobby Floor)

MAKE YOURSELF KNOWN!
J. Messner, Pres. and Mgr.

WEBBING
BUCKRAM
FORD RUBBER
COTTON GOODS

Canvas Innersoling
Burlap—Ducks—Cambrics
Artificial Leather
Bow Linings
Enameled Muslin—Drills
Ducks

The Landers Brothers
Company
TOLEDO, OHIO

ful performance of all the provisions of the contract, both written and verbal which we make, or which are made by authorized agents in our employ.

"Specifications accompanying a contract shall state the quantities, qualities and a complete description of articles specified.

"It is unethical to cover possible oversights and errors in either contracts or specifications by indefinite clauses or clauses which are capable of two interpretations."

RULES OF CONDUCT GOVERNING WRONG PRACTICES.

The Rules of Conduct under this section are general rules of conduct which cannot be included logically elsewhere, particularly rules of conduct seeking the elimination of commercial bribery (commonly called "graft.")

(These outstanding "don'ts" are covered in this section of an adequate code. The code of ethics of the Central Supply Association [manufacturers and wholesalers of plumbing, gas or steam-fitting supplies, doing business or carrying stock in the central district of the United States] includes the rules of conduct given here to illustrate this section.)

"Members of this association should not give any commissions, money, or other things of value to the employees of customers, for the purpose of influencing their buying powers.

"Members should not issue or disseminate net prices unsolicited by means of dodgers, circulars, or similar promiscuous methods.

"Making lump-sum bids or estimates is demoralizing to the trade and unfair to the plumbing dealers, gasfitters, and steamfitting contractors who should do the bidding, estimating, and figuring of their work, and should not be done by manufacturers or wholesalers.

"The practice of manufacturers and wholesalers of plumbing, gasfitting, and heating supplies to have their representatives attend state or local trade association meetings, entails an unnecessary and great loss of time on the representatives' part and financial loss to their employers, as well as probably interfering with the conduct of the meetings. Representatives should not be permitted to attend or be present at or in the city where, and at the time when such trade association's meetings may be held. No donations, direct or indirect, toward the expenses of such meetings should be made by the manufacturer or wholesaler or their representatives.

"Much money in advertising schemes, such as directories, programs, souvenirs, pamphlets, bulletins, and similar

Loses 24 pounds . . . reduces waistline 3 inches —in 3 weeks!

**You can try the same method for
ten days FREE**

**No medicine No dieting No exercise
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tractor, or to make any donation to the publishers or any association interested in any such publications; and advertising should be confined to papers, journals, magazines and other periodicals which are regularly published at least once a month.

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"All correspondence and information related to credits should be held to be confidential and for the use of only the credit department of those members who are interested therein, and should not be given to other employees, as the same is a privileged communication between the association and its members.

CONCLUSION OR REAR-WORD

The concluding section places an obligation on all members of the craft to a fearless and faithful performance of the duties prescribed, and requires observance of the code by those who desire to continue membership in the association.

(The Code of Ethics of the Western Retail Lumbermen's Association of Canada carries three paragraphs respecting the observance of the code by the members of the Association, which rules are given here for illustration.)

"Members of this Association shall at all times seek to elevate the standards of our business by practicing the ethical standards of this Code and shall use their influence and example to inspire all others in the business to do likewise.

"By individually conducting his business so that his own honor will be unbesmirched each member aids in the establishment of the entire industry on a basis which will engender the confidence and respect of the public at large.

"The adoption of this Code by the Western Retail Lumbermen's Association of Canada places an obligation on each member to sincere and faithful performance of the rules of conduct so set down."

(In connection with the obligation of members of the Association to govern their activities by the code of the Association, it is interesting to note that the By-Laws of the National Association of Real Estate Boards contain the following provisions:

"Section 1. Each Member Board shall adopt the Code of Ethics of the National Association as a part of its

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rules and regulations for violation of which disciplinary action may be taken.

"Section 2. Any Member Board which shall neglect or refuse to maintain and enforce the Code of Ethics with respect to the business activities of its constituent members may, after due notice and opportunity for

hearing, be expelled from membership in the National Association by the Board of Directors."

We urge all Rotarians to enlist their craft associations in the writing of adequate codes. The newly published pamphlet on codes and code writing is available at the office of the Secretary of Rotary International.

The Personal Story of a Tree

(Continued from page 15.)

the sole cause of the recent high prices of forest products, but is an important contributing cause whose effects will increase steadily as depletion continues.

(3) That the fundamental problem is to increase production of timber by stopping forest devastation.

The virgin forests of the United States covered 822,000,000 acres. They are now shrunk to one-sixth of that area. Of the forest land remaining and not utilized for farming or any other purpose, approximately 81,000,000 acres have been so severely cut and burned as to become an unproductive waste. This area is equivalent to the combined forests of Germany, Denmark, Holland, Belgium, France, Switzerland, Spain, and Portugal. Upon an enormous additional area the growth of timber is so small in amount or of such inferior character that its economic value is negligible.

Some 300 years ago a handful of settlers came to the eastern shores of America and discovered a land that was endowed as richly as anything in the history of the world. Those who had landed in Virginia under Captain John Smith found what seemed to be a veritable paradise. They sent back word to the mother country that they had discovered a land of inexhaustible fertility, and so it seemed; but today you can go into the state of Virginia and buy thousands of acres for almost a song, because it has been robbed of its fertility and it lacks the power of producing things necessary for man and animal life. Those who landed on the rock-bound coast of New England came face to face with a wonderful covering of trees, magnificent trees everywhere; but today that wonderful supply of native timber is three-fourths gone. About half the remaining supply is in the State of Maine, and that is largely of pulp-wood varieties. The New England States today, that originally were so richly endowed, import 30 per cent of their own consumption and will import more and more as time goes on. About 50 years ago New York State was the greatest producer of timber in the Union, and today the great Empire State has so far depleted its timber resources that it produces only 10 per cent of its own consumption. It produces 30 board feet per capita and consumes 300 feet.

Then the tide flowed to Pennsylvania—Penn's Woods—which was so named

because of its wonderful covering of trees; but today Pennsylvania produces less than enough for the Pittsburgh district alone, about 20 per cent of its own consumption. But that is not all of the sad story of Pennsylvania. I wonder how many of you have taken a daylight ride across the Alleghenies. I hope everyone of you will do so and look out across those hills, as I have, and see for miles and miles the desolate waste.

THIS is what happens out in the native woodlands. The rain comes down through the leaves and settles into the loose, porous soil and finds its way into the subsoil, and from there to the springs which feed the little streams, and they in turn feed the rivers. But man comes along and cuts away the forest covering, leaving behind him the debris, the leaves and chips and small branches, making a veritable timber box and a constant fire hazard. Then the fire sweeps over the land and destroys the remaining vegetation. Then, when the rain comes down, it sweeps across the surface of the land and takes with it the fertile top soil that nature has taken centuries to build up. It is said that it takes nature 10,000 years to make an inch of fertile top soil. The whole lower Mississippi Delta, in fact the whole lower valley, is made up of rich top soil that has been swept down from the interior.

There is in Vinton County, Ohio, one township of 10,000 acres that tells the sad story of what has happened. I have this on the authority of a representative of the forestry department of Ohio. He told me that two years ago he went down to this place that was once covered with a magnificent growth of trees. The large trees had been cut away for lumber purposes and the smaller trees had been cut down to be used as mine props. Then the fire swept over the land and destroyed the remaining vegetation, followed by floods that took the fertile top soil. He told me that just three families exist in this whole township of 10,000 acres, and he went out across this land looking for other signs of life. He said, "I could not find a bird and not even a rabbit." So the destruction of timber is of more far-



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reaching importance than merely the loss of lumber.

Some 35 or 40 years ago the tide turned to the Lake States—Michigan, Wisconsin, and Minnesota. About that time men came back from that section, which was then covered with an apparently inexhaustible supply of wonderful white pine, and they told how this supply could never be cut away, and yet today it is almost gone. The original supply of white pine in the Lake States was estimated to have been 350,000,000,000 board feet. Today it has been reduced to 8,000,000,000, and it will be all gone in about 10 years. In the same way, the section from which I come—Ohio, and west from there, Indiana and Illinois—has almost ceased to be a factor in the production of timber, and yet that section in years gone by produced wonderful hardwoods. A gentleman told me of the magnificent trees that were cut down at the time of the Civil War. Great oaks, four feet in diameter, were sent from northwestern Ohio to build the Monitor, which proved the turning point in the Civil War, and yet that section is now practically denuded. Still I see even today trucks going out bringing in one by one the last remaining specimens of the primeval forest.

To the south of that section, in the southern Appalachian region, there was and still is a very considerable reservoir of hardwoods, but the Government estimates that this supply will be gone commercially in from 18 to 20 years.

IN the South Atlantic and Gulf States there was a wonderful supply of yellow pine—and yet the supply which was considered inexhaustible is four-fifths gone. It is estimated that it will be all gone in from 15 to 20 years from a commercial standpoint. There still remains in the southern Mississippi section one last great reservoir of timber, including the wonderful cypress, but the Government estimates that this supply also will be gone in from 20 to 25 years. So that within the next 25 years we will see a time when the great eastern section of the United States will be practically denuded of its timber from a commercial standpoint.

There still remains, however, a very impressive quantity of trees for lumber purposes in the West—Washington, Oregon, California, northern New Mexico and Arizona, Colorado, Utah, Idaho, Wyoming, and Montana. If you look at the figures you would probably conclude that this supply in the West also would be inexhaustible, and yet the Government estimates that it will be all gone commercially in from 30 to 40 years.

However, even today we, in America, are paying the price of our destruction as this steadily dwindling supply is being pushed farther and farther away

from the centers of population. Some 30 years ago Chicago, which is perhaps the greatest lumber market in the country, secured its supply largely from the surrounding States. The freight rate was then about \$3 per 1,000 feet. Today the Chicago market receives its supply chiefly from the far South and the far West, and the freight rate is now about \$13 per 1,000 feet, making an increase of \$10 per 1,000 feet for freight alone. I am not in the forestry business, and have no foresters in my organization, nor have I any trees to sell. Our work is as distinct from forestry as dentistry is from medicine. Neither am I in the lumber business, and I have not even a remote financial interest in that business; yet I wish to express my earnest conviction that we will never again buy lumber as cheap as we have in the past, and the price of lumber will increase steadily from now on. This will be the result of the most simple economic causes.

IN talking with Gifford Pinchot some two years ago, he made a significant statement. You will remember that he was the Chief of the Forest Service under President Roosevelt. He was for a number of years commissioner of forestry in Pennsylvania and put that State to the forefront in the matter of State reforestation. He is one of the outstanding exponents of conservation and reforestation; and now sits in the capital at Harrisburg as Governor of Pennsylvania; so he ought to be a perfectly good authority to quote. He said to me: "Mr. Davey, in my judgment there will be a lumber famine in this country within 25 years, and such a lumber famine will make itself felt before the end of the 25-year period."

Do you believe that these things do not affect you and me? Stop to think that about one-fifth of the total lumber products of America is consumed in the manufacture of boxes, barrels, and crates for the transportation of your manufactured products and food supplies from one section of the country to the other. Nearly one-half of the lumber products is consumed on the farms of America for the production of our food supply. Lumber and its products enter into every phase of American life, and no one could do business as it is now done without it.

For you who love the great out of doors, to hunt and fish and tramp, there is a sinister threat in the fast declining timber area. Let me say to the reader that without the forest home there can be mighty little game, and without a continuous and adequate supply of water there can be mighty few fish. Fish cannot live in streams that are alternately raging torrents and dried up bottoms. The whole question of an adequate water supply for the cities of

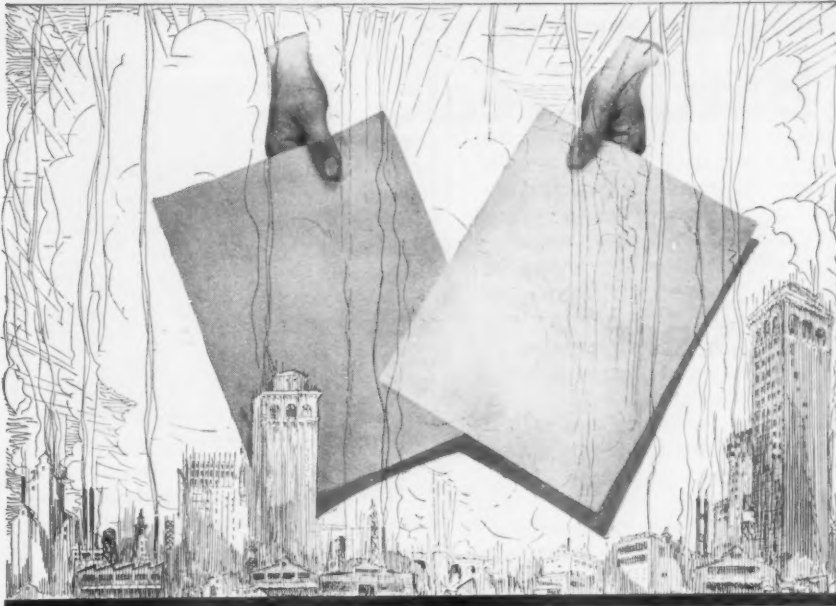
America is involved in this matter of forest conservation and reforestation. It has a more direct bearing upon the life of this country probably than any question that can come before our people.

I am reliably informed that the city of Columbus, Ohio, was threatened with a water famine a year and a half ago, just as many other cities have been threatened in the recent past. The people of Columbus were warned that there was a bare three days' supply in the reservoir. Their water is taken from the Scioto River, which was nearly dried up. Nothing but a providential

rain saved them from the catastrophe. This condition is due very largely to the destruction of the woodlands around the headwaters of these streams. It is the woodlands that hold the water in check and allow it to seep out gradually. Without that there can only be alternating floods and droughts.

There is just one thing more that I want to emphasize, and I would like to leave this with you as a concluding thought. All of us have heard for years past of the famine conditions in China. That country once had a wonderful covering of trees, very similar to that in America; but China, poor benighted

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land that it is, did what we are doing in America, cut away its trees and allowed the land to be burned over. The vegetation was destroyed over vast areas; then the water swept over the land and carried with it the fertile top soil. So there are millions of acres in China that constitute a barren waste not capable of producing vegetation. China has one crop in seven years, and in the other years of that period must look to the world for food to feed her teeming millions.

China has become, and will remain for long years, a land of perpetual famine, because she has destroyed her forest covering, subjecting herself to the devastation of alternating floods

and droughts, and has sacrificed the fertile top soil over such a vast portion of her domain.

One of my business associates recently returned from a trip around the world, during which he made observations on forestry conditions in other lands. Among other things he described what he saw in China. Sailing through the Yellow Sea he was impressed by the fact that much of it was of a deep chocolate color, the result of soil that had been washed down from the interior. Looking out across the land he saw miles and miles of barren waste from which the soil had been washed away, because no trees were there. He told of having seen groups of women

out gathering weed stocks with which to cook their rice. They have no wood for heating, and none for fuel, just weed stocks, gathered laboriously from the countryside. Over vast areas not even bushes are growing on the land. China is today paying a terrific and ghastly price for her folly.

NO nation in the history of the world was more richly blest by the Creator in the matter of its natural resources than America. It seems that God Almighty created here one of His richest garden plots where there could be brought together the best blood of the best races in the world, out of which could be built up a new nation of great power, great purpose, and great possibilities. We are dissipating our assets very much like the reckless son of a wealthy father who comes suddenly into his inheritance. America can not long remain the great land of freedom and opportunity unless we protect and conserve the very things which have made us what we are. My plea to you, and to all in this land that was originally so blest, a land of great promise and boasted opportunity is that we wake up and conserve the remnants of our once great forest wealth and begin to reforest while there is yet time.

God Almighty gave unto us when He gave us these rich blessings, a tremendous responsibility. This land is ours to dress and to keep it, as the injunction was given to Adam when he went into the Garden of Eden. It is our problem, yours and mine, and ours is the duty to consider the fact of forest devastation and the folly of our lack of conservation in this country, and to firmly resolve that we shall do our duty before it is too late.

I believe we should consider this problem as among the very great and far-reaching things affecting America. Oh, there are so many things of small importance on which we waste our time in useless discussion, while we are allowing the process of devastation and deforestation and wastefulness to consume the heritage which has come to us under the providence of God and through the heroic sacrifices of our forefathers, and now we have disregarded the safety and welfare of our heritage.

That is my plea to you. I think there is nothing that affects the future of America more, and very few things that are of equal importance. I hope it may be possible for us to do that thing which is so necessary for our children and our children's children. Even though we may not personally suffer within our lifetime, let us do the thing that is obviously our duty, and protect America, and keep it worth while for our children and our children's children to live in and to admire and to love.

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Business Maxims—Old and New

(Continued from page 19.)

evolved in this long process are bound to be based on tactful methods of negotiation; and so a business man's maxims are chunks of practical psychology.

But there is another law, a law of life, with which a business man's maxims must conform. During the Great War we read of many German laws of life which were supposed to be brand-new interpretations of the laws of success, certain methods of gaining the mastery of the world. But there was no sympathy in any of them; and for that reason the German law-givers and the German laws failed. Bolshevism is of the same breed. Its sympathy is composed of partiality for one class and a bitter hatred of all the others. And though nobody, not even the most advanced and super-angelic Rotarian, believes that business is a form of pure philanthropy, yet we are all convinced that business, even as a purely commercial proposition, must have a distinct element of genuine sympathy in its composition if it is to be, even in a "business is business" sense, a real success. Few care to deal with the man who takes the last fraction out of his customers; and the man whose only desire is to sell, without any real regard for the welfare and satisfaction of those to whom he sells, is very likely to run out of buyers. Courtesy and a kindly interest in one's public may be an extra, it never appears in the account, nor is it reckoned in terms of money as a commercial asset, but it probably attracts as many customers as the most persuasive advertisement. Maxims of business, based on the experience of the most successful business men, do not preach a blatant selfishness, they contain a sympathetic element latent if not expressed. If expressed too openly, professions of altruism are fulsome, open to suspicion, and defeat their object. People are not fools; and if we as Rotarians, pitch our philanthropic professions too high for mere mortals to live up to, they will smile (perhaps with indulgence, perhaps with disgust), and say to themselves if not to us, "All sensible men serve themselves as well as others: Rotarians are sensible men: therefore, Rotarians serve themselves as well as others." Maxims do not believe in selfishness, but they believe in self.

The written and oral speech of the world contains whole armories of maxims. No man can arm his mind with all the weapons of wisdom. Some seem to carry a "Maxim" gun, but in the rattle of its multitudinous dis-

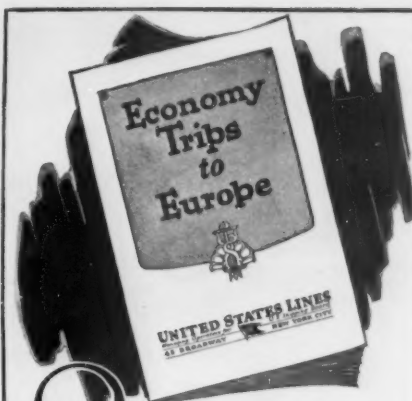
charge it is doubtful if the gunner himself can distinguish the meanings of his shots at the target of success; and the target itself is likely to be blown to smithereens by such a bombardment. Such a man is a wholesaler in the maxim industry; he does not use maxims, he deals in them. But maxims are a means to an end; they are not an end in themselves.

The largest "Maxim" gun that any of us can use with precision and effect is a small weapon of the magazine type, something like a revolver. Suppose we take one of them, empty its six chambers, and examine the cartridges.

HERE is number one—"You must cut your coat according to your cloth." Surely this is a live cartridge, fully charged with wisdom and common-sense. If a man wants a bigger coat, he can't cut it out of anything but a bigger piece of cloth. And here and there throughout the country you will observe an unfinished house known to the country folk as so-and-so's folly.

But it is perhaps in Russia that one can see the best examples of the short-cloth sartorial art—the sleeves of this ideal commonwealth scarcely cover its armpits, and where the trousers end it would scarcely be polite to mention. Nearer home, too, we have seen experiments in the cutting of ideal suits out of capitalist's cloth, and, strange to say, this cloth, even in the hands of the master cutters of the new art, was never big enough to cover the need and the greed of the unemployed as well as of the unemployable. The fact is that the world wants more cloth, more of the product of honest work, before the economic tailors can cut a suit big enough to clothe the world. But if the idealists get the scissors in their hands, the cloth will go about as far as it went in Russia.

Cartridge number two—"A bird in the hand is worth two in the bush." This is no dud: it goes off; and, if the aim is true, it hits the target every time. Of course, a bird in the hand is never so attractive as even one bird in the bush, and against two of them it stands a poor chance. For this reason some wise old fellow who had probably opened his one hand to make a grab at the elusive pair in the bush and had lost the lot, turned his experience into a maxim—which ultimately found its way into the greatest of all Spanish books. It is unnecessary to labor the point in this maxim; one would only blunt it; and if any man is determined to swap a certainty for an uncertainty, no amount of argument will drive the



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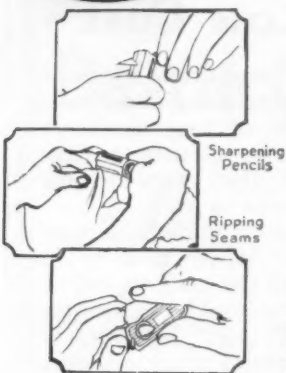
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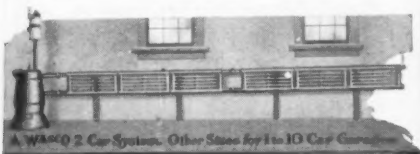
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sporting resolution out of his head. If he goes into the bush empty-handed, he is likely to return in the same fashion; but he will have had the sport—such as it is. For us, however, plain business men with an eye to the main chance and a Rotarian sense of our responsibility to our fellows as well as to ourselves, the bird held securely in the hand rather than let loose for an uncertainty, will always present a restraining picture of common-sense in action. We believe in the half-full hand rather than in the elusive denizens of the bush, just as we are sure that "half a loaf is better than no bread" and superior to any visionary quartern.

HERE is my third cartridge—"It is never too late to mend." A cold analysis of the facts may prove that circumstances occur in which it is absolutely too late to mend the breakage of our fortunes; but the cases of those who when all seemed hopeless, rallied their forlorn hopes and won their way back to solvency and to success, are so numerous that we can honestly believe that "where there's a will there's a way;" and the human factor outweighs all others; and that so long as a determination to succeed persists in the mind of a man, he still holds in his hand the most valuable of all assets, and will yet prove the truth of the best and most reassuring of all the tested maxims of the past—"it is never too late to mend."

Number four is a cynical sort of cartridge, but its bullet finds its billet in many a man's conscience—"Penny wise, pound foolish." Its target is the small mind, the mind that is so absorbed in details that it has no thought for the general scheme and object of its endeavor; the type of mind which, as another maxim puts it, "spoils the ship for a ha'porth of tar." We all know the sort of man who is so keen on every detail of expenditure that he wouldn't risk a penny against a pound upon the certainty of tomorrow's sunrise. Tomorrow hasn't come yet. Who knows what will happen to the sun in the meantime. He hoards his pennyworth of foolish wisdom, and he loses his poundworth of wise folly. There is a time for everything, even for a certain risk, a risk that is a certainty unless all experience proves to be wrong. That is one way in which we may interpret the maxim; but the general reading of it is quite different and seems nearer to the original sense of the saying—don't save your pennies, and, at the same time, squander your pounds—don't cut off your cigarettes and at the same time buy a Rolls Royce!

Cartridge number five—"Never count your chickens before they are hatched." This negative maxim must have been hatched out of a disappointing experi-

ence. Perhaps the original maker of it had bought his wife a new hat out of the prospective brood of chickens that were sure to emerge from the nest where the old brown hen sat brooding on her sins and on her eggs. But morbid memories were all that she hatched, and, when at last she got up and clucked her way to a more profitable occupation, she left her addled eggs in the nest and her speculating owner in the lurch. For this theory, however, as for many more ambitious ones in the economic world, there is neither historical nor any other warrant. But the maxim needs no argument, it is a self-evident truth in the form of a prohibition. That it is even yet a necessary part of a business man's practical bible is clear enough. We have all known poultry farmers in the unhatched line, owners of flocks of, as yet, featherless fowl, masters of unfledged fortunes. It is so easy to say, "When I have another hundred in addition to the one that is yet to materialize tomorrow, and the fifty pounds that I am promised next week, I shall have £250; so I may as well apply for £250 worth of that stock today." This sort of optimism may sound like a compliment to Providence and a proof of childlike faith, but it is in reality a compliment to the fickle Goddess of Chance and an exhibition of a childish folly. In the crude form it is easy to see the absurdity of this sort of action, but when a proposition is served up to one by a master in the art of roseate deception, when all possible eventualities seem to have been anticipated and excluded, when nothing but dead certainties survive in the prospectus, when the only difficulty seems to lie in the problem of using all the inevitable profits with which one is sure to be embarrassed, and when nothing except something tangible and audited is lacking in the financial foreground, it is then that the prudent business man leans back for a moment in his revolving chair while his brain also revolves, and it is at this moment that the guardian maxim in the background of the mind leaps into the limelight with the warning cry, "Never count your chickens before they are hatched." And so it is a case of "Many thanks, Mr. Prospectus, I may write to you in the course of a few days."

IN the sixth chamber of my mental revolver I find a strange maxim, one that must have slipped in some day when I was forgetting my worries on the links. It is this, "Never up, never in." My ball must have been lying within putting distance of the hole, and a half, or perhaps the hole, must have depended upon the putt. I studied the

lie of the ground; I may even have tested the wind with my handkerchief; I am sure I studied my stance with great care, took the line with my eye and started the ball in the way it should go, straight for the hole; but, alas, I cannot have aimed at the back of the hole, for within a maddening inch my fool of a ball lost its impetus and came to a dead stop! And then my partner in the foursome quoted, with an acid drop in his tone, that good old golfing maxim, "Never up, never in." Insensibly this advice sank into my mind, and here it is today in the

sixth chamber of my maxim revolver. With this reminiscence I must close, for not only is time flying but I am sure that, no matter how many maxims I might discharge at your long-suffering heads, I could never quote a sounder piece of business advice than that profoundly obvious and obviously profound maxim of the links—"Never up, never in," which, in commercial language, might be translated thus—"Be sure to put as much energy into the final stage of a business transaction as will carry it straight to a successful conclusion."

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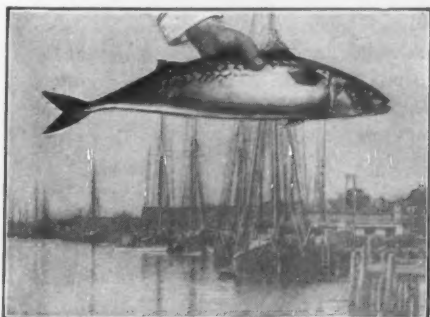
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Among Our Letters

(Continued from page 29.)

is both of these activities of Rotary. Rotary is a spirit. It is man building. It makes a man a better business man, and it makes him at the same time more thoughtful of the interests of his fellow-man. It creates in each individual a desire to express himself in service. As a club is only a number of individuals, it simply reflects the vision of its membership, and expresses itself in a club service. It matters not what direction that expression takes, whether it is in the heart of an individual or in the heart of a club. It is only the desire to be of service to others that counts, and the activity that results from that desire. That causes the character of the man to unfold so that we say of him, "He is a good Rotarian." To my mind the big mission of Rotary is to build men, BIG MEN, with fine visions of a brighter, better world, because they are living a life filled with the high ideal of Service above Self.

Boys work makes a great appeal to men with the spirit of Rotary in their hearts because it carries with it the possibility of building men for the future, men of the Rotary type. Boy Scout work makes a special appeal, because there they see the boy in that organization striving for the same high ideal of Service. The Scout motto, "Be

Prepared", and the slogan "Do a Good Turn Daily", simply express in the language of the boy the ideal of service, that is expressed in the Rotary motto, "He Profits Most Who Serves Best". The one is expressed in boy language and the other in man language.

The activity resulting from this ideal of service will differ with each individual. If business is the only main motive, or largely so, in a man's life, then his big opportunity for service will come in putting the Golden Rule into operation in his business. On the other hand, pet philanthropies will color ideals of service. The heart pull of the underprivileged boy and of the crippled child, has determined the direction of the activity of many individuals and many clubs in expressing themselves in Rotary service. There is something in Rotary infinitely larger than any of its activities. My life is being devoted to work with boys, yet I say that Rotary is bigger than its work with boys as it is also bigger than business methods. It is that indefinable something that causes men to drive a hundred miles out of their way to attend a meeting and keep up a 100 per cent attendance over a number of years. Rotary—is Service. Rotary is Rotary.

ROBERT COLE,

President, Rotary Club of Marietta, Ohio.

An Experiment in Civic Training

(Continued from page 22.)

Just what is the new course doing in civic training? It provides an opportunity for students to get material for term papers from men who come direct from the field of action. The senior, for instance, who is writing about "The Traffic Department" will find much material in an interview with Mr. Field, secretary of the Peoria Chamber of Commerce, aside from the facts presented in the latter's address. The same is true of the young man who is writing about "Industrial Development Work." In C. J. Kellem he will find a source of knowledge that will be a great help. Numerous other examples might be offered, each indicating how much the visit of these specialists means to the class.

Not only do their visits offer one of the richest fields for facts to be used in term papers, but the official publications of the local Chambers of Commerce in all parts of the United States, the State Chambers of Commerce, and the United States Chamber of Commerce, are proving veritable "gold mines" for the class. Other printed

matter of the commercial organizations and personal letters offer still other methods of research.

There are eighteen ramifications in the field of research. Each member of the class conducted an independent investigation into some phase of Chamber of Commerce work. As reports on progress were made from time to time, the class benefited from each report. Some of the subjects chosen for these term papers are interesting. The young lady of the class naturally wrote about "The Advantages and Disadvantages of the Community Chest." A young man who lives in "Uncle Joe" Cannon's home town of Danville, Illinois, and quite frequently uses the "Dixie Highway," learned about "The Tourist as an Asset." A Chicago student studied the problem of "The Itinerant Merchants and Chain Stores." His father and two uncles are in the retail-grocery business in Chicago. A study was also made of bulletins and other publications of a Chamber of Commerce. Other subjects included papers on the

work of the traffic bureau, details about the operation of a credit bureau, the relation of the Chamber of Commerce to labor, and the educational, political, economic and industrial influence of the Chamber of Commerce on national life. Another member of the class is collecting facts about city planning, especially about zoning. The president of the Illini Chamber of Commerce is interested in "Programs and Forums."

This Chamber has the unique distinction of being the only college Chamber of Commerce in the State affiliated with the Illinois Chamber of Commerce. It derives its membership from students of the College of Commerce and holds weekly luncheons at which the visiting secretaries are guests of honor. The spirit of community service, both from the viewpoint of being a secretary, and from the standpoint of service as a member of a Chamber of Commerce, has a strong appeal for Illini students. Many of them, of course, do not expect to become professional leaders of their communities, but they do expect to become active business men and, as such, to participate in Chamber of Commerce affairs.

THE members of Dean Thompson's class are in a position to realize the importance of the Chamber of Commerce in the field of community service. Through their investigations they have learned that a composite Chamber of Commerce in Illinois performs at least 121 distinct functions in its Civic Division alone, to say nothing of the Traffic, Merchants' and Industrial Divisions, which also undertake many additional activities. Then, too, one must not overlook the various details of the actual operation of a Chamber of Commerce, which is usually listed as the Organization Division. From its investigations, the class has traced the transition of the average Chamber of Commerce from a Business Men's Club to that of a civic association. More and more, the work of directing community activities has been assigned to the Chamber of Commerce, until Dean Thompson now likes to think of the Chamber of Commerce as representing the community at work. He tells his class that the Chamber is regarded by many people as of being almost as much of a community institution as the postoffice.

With the transition of the Chamber of Commerce into the civic field has come the question of the relationship of such service clubs as Rotary with the local commercial organization. Upon this point the class has obtained two different statements giving the position of Rotary and the Chamber of

Commerce. One of these was published by the United States Chamber of Commerce, in which Rotary International says: "Every Rotarian should be a member of the Chamber of Commerce. The ideas gathered in Rotary and elsewhere should become deeds through the Chamber of Commerce and affiliated organizations. Support the Chamber of Commerce. This means more than joining and paying dues and perhaps working occasionally. It means 'speaking' yourself in aiding the Chamber of Commerce to make your city a little better than you found it."

At the Rotary convention the following resolution was passed: "Because of the limited membership of Rotary, only in a community where there is no adequate civic or other organization in a position to speak and act for the whole community, should a Rotary club engage in a general civic activity that requires for its success the active support of the entire citizenship of the community; and where a Chamber of Commerce exists, a Rotary Club should not trespass upon or assume its functions, but Rotarians, as individuals, committed to and trained in the

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Y. M. C. A., Los Angeles, Cal.....	1,500,000	1,350,000
Episcopal Divinity School, Philadelphia, Pa.....	1,000,000	1,008,947
Broadway Temple (Methodist), New York City.....	1,000,000	1,000,000
American Hospital of Paris, Neuilly, France.....	400,000	635,000
Washington Hospital, Washington, Pa.....	500,000	518,000
Y. W. C. A., Flint, Mich.....	400,000	409,000
Y. M. C. A., San Francisco, Cal.....	250,000	258,000
Toronto Western Hospital, Toronto, Ont.....		210,000
Y. W. C. A., Knoxville, Tenn.....	150,000	173,193
Thompson Orphanage (Episcopal), Charlotte, N. C.....	150,000	170,000
New Hampshire Orphans' Home.....	125,000	115,000
St. Luke's Episcopal Church, Rochester, N. Y.....	75,000	103,000
Boy Scouts, Queens County, New York.....	90,000	90,000
Y. M. C. A., Amsterdam, N. Y.....	75,000	85,000
Masonic Temple, Westfield, New Jersey.....	75,000	77,856
St. Thomas' Episcopal Church, Mamaroneck, N. Y.....	75,000	77,450
Boy Scouts, Los Angeles, Cal.....	60,000	60,000
Allied Welfare Fund, Elmira, New York.....	50,500	58,370
Baptist Theological Seminary, Kansas City, Kan.....	25,000	27,000

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principle of service, should be members of and active in their Chamber of Commerce and as citizens of their community should, along with all other good citizens, be interested in every general civic enterprise, and, as far as their abilities permit, do their part in money and service."

CHESLEY R. PERRY, Secretary of Rotary International and editor of THE ROTARIAN, recently said: "The Rotary club recognizes the Chamber of Commerce as the central community organization to which all public-spirited citizens should belong. Rotary is developing men to be more able to serve and more willing to serve and it is not strange that Rotarians are grouped among the most active members of the Chamber of Commerce. . . . Rotary clubs are not encouraged by the consensus of opinion among Rotarians to engage in public welfare activities which can be taken care of by the Chamber of Commerce."

Mr. Perry's statements were read at a unique luncheon, the object of which was to discuss the relation of the service clubs to the Chamber of Commerce. The luncheon was under the auspices of the Champaign Chamber of Commerce. Present were members of the Illinois Commercial Secretaries' Association, the Illini Chamber of Commerce, Dean Thompson's class, and Champaign Rotarians and Kiwanians. The speakers agreed that the Chamber of Commerce is the logical organization to direct community activities.

It was with this thought in mind that the Fort Wayne, Indiana, Rotary Club inaugurated a movement whereby the service clubs and other civic organizations of that city formed a Civic Council, the object of which is to recommend civic undertakings to the Fort Wayne Chamber of Commerce. The Board of Directors of the Chamber receives these suggestions, or recommendations, and after it approves them, assigns the actual work of carrying out each activity to the proper committee or bureau of the Chamber of Commerce. By this Civic Council, therefore, the civic activities at Fort Wayne are co-ordinated and there is no duplication of civic effort.

The class at the University of Illinois has studied with much interest this Civic Council plan. It is one of several new movements in Chamber of Commerce work. Another one is the plan to endow a community or a Chamber of Commerce. More than seventy-five communities in the United States are now advocating endowments. One of the outstanding developments in Illinois in 1923, the class learned, was the plan of inter-community visitation, such as was done last summer by Joliet, Aurora, and Elgin. These visitations

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differ from trade tours in that hundreds of people of one community drive in automobiles to a neighboring city to inspect its parks, playgrounds, schools, and other places of interest. A friendly spirit is created by the inter-mingling of the people and community barriers are removed. In Illinois, Dr. R. E. Hieronymus, community adviser of the University of Illinois, has had an important part in creating interest in this new plan.

THERE are so many phases of Chamber of Commerce work that appeal to these Illini seniors that they are counting the days until they will become engaged in applying their knowledge. They have no delusions about the task ahead. They realize that they have several years of strenuous apprenticeship before they can qualify as successful secretaries. Two methods of taking up their chosen profession are open to these young men. Like the person who learns to swim by plunging in the water and striking out, some of the class will take positions as secretaries in smaller cities and work out their own destinies. Other members of the class will become assistant secretaries and develop into successful officials through the tutelage of veteran secretaries. These students will be in a position similar to the person who learns to swim by use of floats. The chance for success in either direction is good, for while these seniors are receiving good training there will also be openings available for them, for there is always a dearth of trained material for secretarial positions.

These seniors have already had considerable instruction in accountancy, advertising, business law, business-letter writing, business organization and operation, economics, history, psychology, personal work, town improvement, city planning, and municipal and state government. The intensive course they have been taking in Chamber of Commerce work will give them an insight into their future work. Their greatest training will come in the practical experience gained on the job.

Rotarian J. H. Hudson, of Bloomington, general secretary of the Chamber of Commerce in that city, recently told the seniors in this class, something of the work for which they are preparing themselves. Incidentally, Secretary Hudson is the "Al Jolson" of the Illinois secretaries and, while here, mixed much good advice with his stories. He referred to a Chamber of Commerce as an automobile.

"Your Chamber of Commerce," he said, "is like an automobile; it is either a high-powered twelve-cylinder speed wagon or a rattling, shimmying flivver, hitting on one or two cylinders, according to the interest you take in it. The

car is the Chamber, and the engine, distributor, carbureter, and batteries are your officers. The members are the wheels, spokes, tires, crank, nuts, and other necessary parts. The members supply the gas and lubrication. Your president sits at the wheel and tries to keep the car in the middle of the road. The secretary is the mechanic, and keeps the car in running order if he can. There is no speed limit. Sometimes folks will sprinkle glass, nails, and tacks in the road, or disconnect a wire here or there, or

throw sand in the gears, or bore a hole in the gas tank.

"Chambers of Commerce have grown throughout the land until there is scarcely a town of any size at all but what has some sort of an organization and they are just as essential as churches, or schools, or parks, or playgrounds. A real Chamber of Commerce is a dynamo in any community. It is a real directing force. It is a clearing-house for all community activities. The more a member works the more attractive the service becomes to



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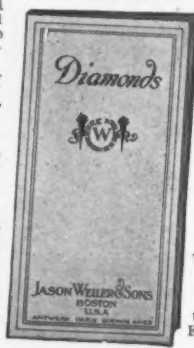
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him. One's efforts are rewarded many times in the satisfaction of having performed real service. I like the motto of Rotary, 'He profits most who serves best,' and the same principle can be applied to a Commercial Organization."

The plan of preparing young men for careers as Chamber of Commerce secretaries through university courses is a new one. The experiment seems destined to succeed. One thing is cer-

To-Morrow's Business Man

(Continued from page 9.)

to make life what the cynic called it, "one damned thing after another." Moreover, we insist that each thing must be larger than what went before, and must follow close on its heels, lest we grow stale and ineffectual. Precedent? We are intolerant of it. Economy? We have a dislike for the word. Deliberation? "Old stuff," we call it! No, we must be catapulted through our days, never taking account at the end of a day, but only eager for the next. Tomorrow, tomorrow, is our cry!

X

Suggest that we look over what we have done, and do that better; that we solidify what has been accomplished: that we make permanent what has been quickly and superficially created,—and we are told that such a method is going antiquated. "What we have done is good enough," or "it will do."

"Does it sell?" said a merchant to his son in a lesson in merchandising. "That's the only point there is: that is the acid test."

"But suppose it isn't well made, and it won't stand up?" asked the son.

"The buyer buys again, and that keeps up the market," was the advice.

"Shouldn't an article, however, be made the best it can be made?" persisted the son.

"So far as its cost will allow and there is a market for it. But the final test is 'Does it sell?' If it does, that ends it."

That does end it and has ended it in the case of many an American business man whose affairs have not gone according to his plans and who fails to understand why.

XI

We have succeeded as a nation not because of our lack of thoroughness, but in spite of it. Here and there stand out evidences of how much farther we could go if the idea of quality nationally took first instead of second place with us. Naturally, the fundamental basis of engineering must be the most minute thoroughness and accuracy, but see the rank that American engineering has taken in the world. Wherever thoroughness has entered

tain, however, and that is that in Dean Thompson's class at Illinois there is some very desirable material for both Rotary and the Chamber of Commerce. He is turning out men—men well-grounded in the essentials of their work—men who are going to be efficient workers in their communities. Indeed, few young men have the vision of community service now held by his protégés.

into the production of any article, it has opened for itself a market and maintained it. It is constantly argued in extenuation that as we grow older as a nation the lesson of thoroughness and its resultant efficiency will be borne more strongly upon us. But is it not time that we should begin to think of ourselves as a nation no longer in its infancy? America has outlived its period of swaddling clothes. It may not have reached its point of maturity, but it will reach that point with a far better reputation for solidity if, at this time of its history, it begins to think of how well instead of how fast a thing can be done.

XII

I have been very successful in placing in the minds of a number of young people the kernel of thoroughness by the very simple method of teaching them the avoidance of all abbreviations in their letters, compositions or anything written by them. I have urged that each letter should be complete in and of itself, and that it should give out to the recipient the feeling that it had received careful thought and not, as many a letter now indicate, that it was "dashed off." For this reason, I have impressed upon them that there are no such states as "N. Y.," "Penna.," "Mass.," "Md.," "Ill.," etc.; no such cities as "N. Y. City," "Kas. City," "Phila.," etc.; that they do not live on a "St." or "Ave.,"; that they do not live in the year "'24"; that there are no such months as "Jan.," "Feb." or "Dec.,"; that there is no such holiday as "Xmas"; that a professor is not a "prof.,"; a president not a "Pres't" and that they are not "Y'rs resp'y." Invariably wherever I have gotten the lesson home, the young people, having had instilled into their minds the idea of thoroughness in what we call little things, have practiced thoroughness in their larger affairs. But there is no use of preaching this doctrine of thoroughness in writing to a son or daughter if the son sees abbreviations rampant on his father's business letter-heads and practiced by him in his letters, or if the daughter sees her

mother's letters riddled with similar abbreviations. We must practice ourselves what we preach to our children. The feeling will arise, particularly with the man of affairs, that a business house has no time for these "frills," forgetting that carelessness in correspondence is never a good advertisement for any business house and that one of the strongest commendations for a commercial house is the physical appearance and care shown in its correspondence. The letter emanating from a business house can be its surest advertisement of care and accuracy; but it can also be its surest revelation of haste and condemnation. Because an idea is simple we sometimes dismiss it as inconsequential; we forget what it signifies, and how great it can be in its potentiality. We flick a snowflake from our coat and yet, multiplied, that little atom can render helpless the most powerful engine conceived by the mind of man. We see a bird and we think of it as but an atom in the sky, overlooking the fact that a bird, multiplied, constitutes the most important economic factor in our lives and that without the birds the people of the United States would, in a space of five to seven years, starve to death and be effaced from the earth. So the seemingly small lesson of an avoidance of abbreviation may well be the harbinger of a system of thoroughness which would alter the entire fabric of American life and make of the United States within a generation a nation known for that quality of thoroughness which today it so sadly lacks.

XIII

The time for a greater national regard for thoroughness is here.

For it could so easily be, particularly in these days when all eyes are on us, that America's best could be the world's best!

A Plan of Rotary Education

(Continued from page 17.)

the purpose) and these are then followed by the "commencement" exercises of the "graduates" at a regular club meeting.

The plan can be used to inform either old or new members and is adaptable to clubs of any size. In either small or large clubs four successive regular meetings of the club can be turned over to the committee and conducted as a Rotary "school" for the education of old members, but in large clubs it is probably better to have the "school" sessions at special meetings of the committee held on a different day of the week from that on which the regular meetings are held. Several clubs have

also adopted a different plan of having the Committee on Education conduct regular monthly courses of four meetings each, attended by selected groups of old members until all old members have been "graduated" from the "school." In these clubs, a Rotarian taking the course one month and missing a meeting that month must attend a corresponding meeting in some succeeding month before he can "graduate." In large clubs new members are generally formally inducted to membership in groups and a special course of the "school" should be held by the com-

mittee whenever there are five or six new members. When practicable, the meetings of the Rotary "school" should be held in the evening, so that there may be plenty of time for discussion.

In developing the plan for the Rotary "school" or forum, clubs should bear in mind that the purpose of the "school" is to intensively study the Objects, history, administration, development, and ultimate goal of Rotary from the practical business man's point of view. The "schools" should never be used as the occasion for oratory or preaching or forensic display. The facts of Ro-



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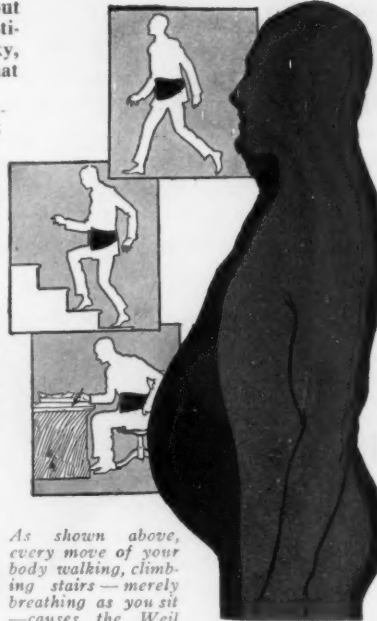
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tary are more eloquent than word pictures. The "school" idea is put forward to give practical business and professional men an opportunity to seriously and informally discuss and analyze these facts. Material and pamphlets with special bearing on any of the subjects studied can be obtained, on application, from the Secretary of Rotary International, 221 East 20th Street, Chicago, Ill., U. S. A.

Each club committee, in planning its program, should devise the course of instruction which in the opinion of the committee is best suited to the needs of its club and should consult the Standard Outline of Rotary Education for suggestions.

Plan for Educating the Public as to Rotary

ROTARY education, in addition to educating Rotarians in Rotary, should include the education of the public in the Rotary ideal of service. If Rotary be a true philosophy, the application of its principals is universal. In the Rotary club we are propagating this philosophy, and it is not enough merely to educate Rotarians, but the Rotary club and Rotarians who are educated in service must pass the ideals of service on to non-Rotarians.

For this purpose the Committee on Rotary Education should make a list of the prominent non-Rotarians in the community, including city and county officials, competitors of members, and such public officers as school officials, health officers, policemen, and firemen. When this list is made, the members of the club under the supervision of the Committee on Rotary Education should be assigned various men on the list for the purpose of bringing them as guests to the Rotary club on a designated occasion.

The Rotarians who act as hosts should be prepared to discuss Rotary intelligently with their guests, and for this purpose should be furnished by the Committee on Rotary Education with a copy of "Brief Facts." Care should be taken to caution the Rotarians acting as hosts to be tactful in discussing Rotary with their guests. This would generally be made easy by the fact that nearly every visitor to a Rotary club is apt to ask "What is a Rotary club, anyhow?" The host Rotarian can then take this question as his cue, and after explaining what Rotary is, might hand his guest a copy of "Brief Facts," saying simply, "Put this in your pocket and read it." Some clubs have the custom of giving every visitor a copy of "Brief Facts" at the time when he gets his meal ticket.

Where the above plan is pursued, the president of the club, immediately following the introduction of visiting Rotarians and miscellaneous guests, announces: "The following Rotarians as

their names are called will rise and introduce their guests." Thereupon, the host Rotarians introduce their special guests to the club, and when all are introduced, the club applauds.

The plan herein suggested was followed by one club in a large city until all the school teachers and all the policemen and firemen, as well as many others, had thus been brought into Rotary contact. In this club, five policemen and five firemen were guests of the Rotary club at each meeting for forty-two meetings.

The plan not only brings many non-Rotarians into Rotary and establishes good-will for the Rotary club in the community, but tends to educate its own members when they act as hosts because the host members will study Rotary in order to be able to explain it to others. Moreover, the Rotarians acting as hosts at any given meeting are a little more interested in that meeting than in other meetings, just from the fact that they have the small part in it of introducing their particular guests.

The club Committee on Rotary Education that pursues this plan and also conducts a Rotary "school," will make itself the most important committee in the Rotary club.

Everett W. Hill— Rotary's President

(Continued from page 26.)

It is not surprising to find that Everett Hill was a charter member of the Rotary Club of Shawnee, Oklahoma, or that he became club president in 1918-19. We have already referred to his work as district governor, and Everett continued blithely on his Rotary career, becoming a member of the International Committee on Boys Work in 1921-22, then chairman of that committee in 1922-23. At the Saint Louis Convention in 1923 he received the highest vote for International director, and became first vice-president of Rotary International. The Toronto Convention brought him the highest honor in the gift of Rotary, and that by an overwhelming majority of votes.

So now we have Everett the successful business man, and Everett the president of Rotary International; but there are at least two more Everetts to account for—Everett the successful fisherman, and Everett the associate president of the Hill home. Just when and where he persuaded Mrs. Hill to say that all-important "yes" this biographer does not know. Nor do we know at what specific period in his career Everett first learned the gentle art of angling.

Anyhow, we do know that Everett

was recently the guest of Ed Stedman, president of Beaumont, Texas, Rotary. We also know that on this occasion he was accompanied by Harry H. Rogers, of San Antonio, governor of the Thirteenth Rotary District; John V. Singleton of Waxahachie, ex-governor of that district; Allen Street of Oklahoma City, ex-governor of the Oklahoma district, and other good sportsmen.

The visitors were honored at a banquet on the Hotel Beaumont roof which Beaumont Rotarians attended nearly

100 per cent strong, bringing their Rotary Anns along to insure the success of the music and dancing. Speeches by the visitors and by local Rotarians were enthusiastically received. At a late hour President Ed gave a signal and his personal guests went off to the harbor where the yacht "Maryanne" was tugging at anchor. Fishing paraphernalia of all sorts was already on board, and soon the yacht was slipping down the Neches river, through Sabine Lake, and out on the moonlit Gulf of Mexico. During the next three days



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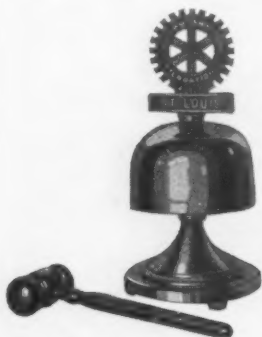
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the anglers were busy and happy for fish were large and plentiful. If some of the catch were too big for the frying pan there were plenty of smaller ones. But if anybody was swallowed by a whale he must have imitated Jonah, for when the "Maryanne" pointed her bows toward home, all the passengers were accounted for at roll call. And when the boat slid alongside the mooring, it was Everett Hill who exhibited the prize catch of the trip—a tarpon 6 feet 2 inches in length—a worthy trophy for any angler.

"I shall probably visit Beaumont again and no doubt I shall go fishing many times, but I shall never have a more enjoyable time than I have had on this occasion," were the parting words of the International President.

President of a self-running business, head of a corporation, leader of an international association, happy husband, and successful sportsman, all this and more one can say of Everett Hill. Fisherman's luck? Yes, perhaps, but you will remember that some three centuries ago old Izaak Walton wrote a very charming book to prove that there is more to fishing than just catching fish. Incidentally, the "Compleat Angler" is a serenely beautiful book though written in a very disturbed period—and it will be read as long as men realize the importance of cool brains and warm hearts.

Robert Dollar—He Earned Success

(Continued from page 25)

out to the swamp, where I had discovered the moss was most plentiful. I soon had one bag filled. I stood the full one up against a tree while I filled the other. After I had finished putting moss in the second one, I looked for the first. I couldn't find it any place. So I laid the other sack down, in order to search in earnest for the one I had placed against a tree. In a few minutes, I was so bewildered that I couldn't find either of the bags—and had lost myself as well!

"It was night before I found my way out of the swamp. The foreman gave me a calling-down."

Dollar didn't like to give up—a trait that he still has—and every Sunday, for months, he searched for those two bags of moss.

"But," he says, "I never found them. I guess they are still there."

The Scottish lad used his spare time in writing and figuring on birch bark. But one day the gods were kind to him. He found an old account book, which supplied him with paper on which he could practice.

One day, the cook's helper had his head bent over the precious pages,



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painstakingly writing. The company's manager and treasurer stepped in. Dollar didn't see them.

"Haven't you anything to do?" the manager snapped.

"I've done all my work!" the boy explained.

The executives walked about the kitchen, examined everything and looked at the boy with new interest when they found that everything was in order. They questioned him and learned that he was educating himself.

The executives didn't forget the ambitious boy. After a short time, he was promoted to clerk of a camp. At the age of twenty-one, he was given charge of a lumber camp employing forty men.

"For years, the height of my ambition had been to attain a salary of \$26 a month," Dollar remarked. "That amount was paid me when I became a foreman, so I thought for a while that I didn't have any other heights to achieve."

In spite of his small salary, Dollar started buying a farm for his parents. During his vacations, he labored on the farm even harder than he worked at the lumber camps.

The years as a foreman helped to make Dollar's later success possible. In those days, a foreman, managing a body of men cut off from civilization, had to be resourceful. The foreman had to act as judge, as doctor, as peace-maker. He had to be prepared to handle any emergency.

AS every philosophical man knows, dire misfortune often proves to be the best thing that can happen to one. An incident in Robert Dollar's career is an example. In 1872, Dollar and a man named Johnson went into the lumber business as partners. They bought timber on land owned by farmers, making their headquarters at Bracebridge, Ontario. They cut down many trees, but did not sell the logs immediately, for the reason that they expected to secure higher prices by holding them until the following summer. But the Black Friday panic interfered with their plans, just as it interfered with many a man's plans at the time. When the two young lumbermen "came up from under," they realized that they had lost all their money and were \$5,000 in debt.

Lesser men would have felt justified in letting their creditors take part of the loss. But Dollar and Johnson agreed to pay every dollar. It took Dollar three long years of working for wages to pay back his share.

An older man remarked to Dollar at the time: "Happy and lucky is the man who fails when he is young." It was years before the young lumberman fully appreciated the remark. The

failure did, indeed, teach him, as he says, to be "cautious and careful." So strange are the ways of fate that, if Dollar had not failed then, it is possible that he might never have become the wealthy man he is today.

A few years later, Dollar again went into business for himself. With headquarters at Marquette, Michigan, he started lumbering operations. He built a sawmill at a place afterwards called "Dollarville." (There is also a "Dollarton" in Canada now.) Michigan Rotarians will be interested in a remark that Dollar dropped while discussing "the old days."

"Once I walked through the woods

from the northern part of the Ontonagon River country to Florence, Wisconsin. Two Indians were with me. The trip lasted three weeks. The entire country, then, was unoccupied, not a person living in it. Now it is a thickly-settled farming and mining district."

In 1888, Dollar transferred his headquarters to San Francisco. Since that year, every month of his life has been one of achievement. Merely to enumerate the things that he has accomplished would take all the space in this issue of THE ROTARIAN. He ventured into large-scale timber and lumber operations. He established lumber

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There will be varying merit in these arguments and they will effect varying convictions. That is a matter between the party and the voter the party seeks to retain or convert.

But the fact that the appeal is being made and will continue to be made is recognition of the power of the people. It remains with the people alone to decide whether or not they will exercise that power—or relinquish it by failing to vote.

Collier's, *The National Weekly*, launched its campaign to Get Out the Vote and to make 1924 the Year of the Big Vote after discovering that the American electorate was becoming indifferent to the ballot. Eighty per cent of those qualified to vote voted in 1896. Less than fifty percent of those qualified to vote voted in 1920. As part of the Collier's campaign a simple pledge has been devised, a pledge that the citizen makes to himself and to his country that he will vote in the coming election, that he will do his share towards restoring majority government to the United States.

But the citizen who pledges himself to vote in November, unless he be in the registration-exempted class, is wasting his time if he does not register so that he can vote. To redeem the record of 1920 and to make 1924 the Year of the Big Vote, the purpose to register must be as strong as the purpose to vote. Register and have no regrets in November!

*Printed at the request of COL-
LIER'S, which is rendering a real
service to the American people.*

camps and sawmills, in Canada as well as in the United States. He became a director of banks and of other corporations in New York and he became the active head of many civic and charitable organizations.

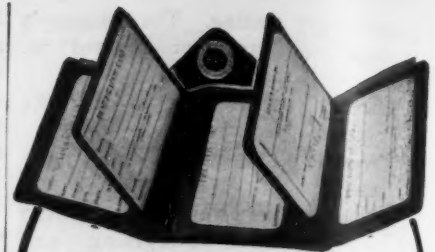
Dollar ventured into the shipping business with the steamer "Newsboy," as a protest against high freight rates. In 1901, he started to develop Oriental trade with the "Arab." Now it is said that the Chinese holdings of the Robert Dollar Company are second only to those of the Standard Oil Company, among foreign corporations in China.

ADDING ship after ship, Dollar soon had thirteen steamers and ten sailing vessels. In January, 1924, he added seven great passenger ships. He established the first round-the-world service to be operated on a regular-schedule basis. His ships call every two weeks at twenty-two of the world's most important ports, including New York, Havana, Balboa, Los Angeles, San Francisco, Honolulu, Kobe, Shanghai, Manila, Singapore, Colombo, Suez, Alexandria, Naples, Marseilles, and Boston. It is possible to start from any of the ports and to return in less than four months on the same ship.

I wish that there were more space in which to tell you about Robert Dollar as a philanthropist. He has endowed two \$50,000 chairs at San Francisco Theological Seminary. He found a Chinese village with sixty children who did not have a school, so he built the school and paid all its expenses. He gave \$65,000 to the Wuchang, China, Y. M. C. A., and gave the Shangahi Y. M. C. A. a beautiful building. He has given Falkirk, his birthplace, an eleven-acre park, public baths, public library, and a fountain. He gave San Rafael, California, twelve acres to add to its park. He bought and gave to the San Francisco Y. M. C. A. the lot adjoining its main building. He gave the San Anselmo, Calif., orphanage 42 acres of land.

The United States, Scotland, China, and other countries have officially honored this boy whose future seemed so black because he had to leave school at twelve. Thousands of men, in almost every land, obey the orders of this man, who is said to be the original of the lovable fiction character, "Cappy Ricks." A ten-story building in San Francisco and an eight-story building in Shanghai, as well as structures in other cities, bear the name of this man whose life has been a living expression of the meaning of "Service." Rotary Clubs as far apart as Vancouver, B. C., and Oakland, California, have entertained him as guest of honor.

Knowing something about his struggles don't you agree that he deserves success?



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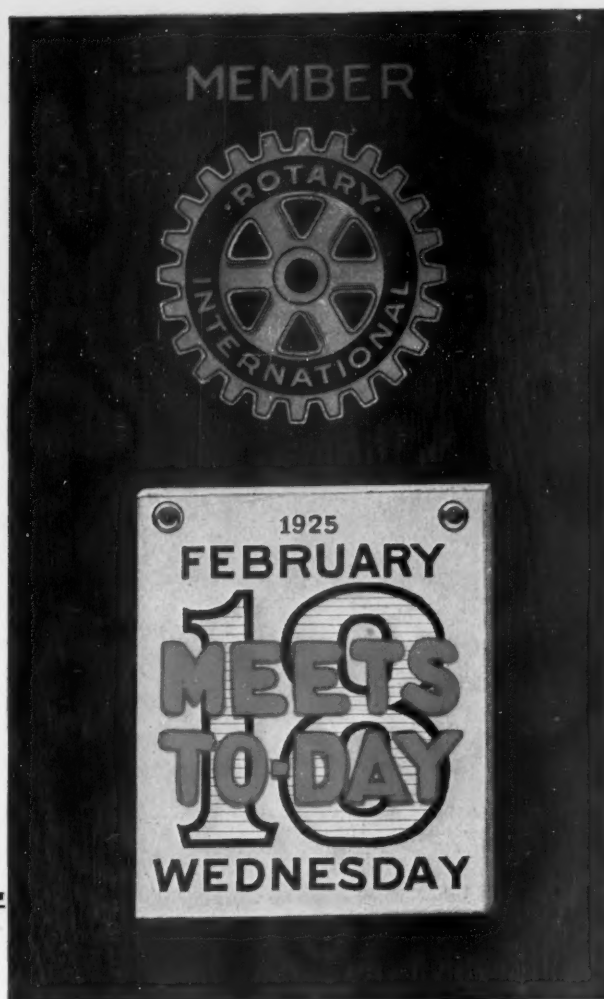
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forget"**



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the perfect attendance getter

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Remindo Calendar is so handsome and efficient that every Rotarian will be proud to hang it in his office. The back is made of 3-ply birch, mahogany stained with a rich "piano finish." It measures 7½x12 inches and ¾ inch thick.

The Rotary emblem at the top is in official Rotary blue and gold—(aluminum gold leaf)—brilliant and lasting. A strong brass hanger is attached to the back.

Guarantee

Each Remindo Calendar is guaranteed as to appearance and wearing qualities, and the back is guaranteed forever against splitting, warping, or cracking.

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Remindo Calendar is
A useful daily calendar,
A handsome membership sign,
A Club Reminder that works,
A Rotary Booster.

Here is something that will do more to increase attendance than any other reminder ever produced. And it's the most economical, too.

In the first place, Remindo Calendar is a useful daily calendar for every day in the year. It is also a handsome Rotary Membership sign of which any Rotarian will be proud.

But its real feature lies in the fact that no matter what day of the week your club meets, the calendar page for that day is imprinted in red—"Meets Today." The illustration above (much reduced) shows Remindo Calendar made for a club that meets every Wednesday. Each "Wednesday" page in the calendar is imprinted in red as shown—no chance to forget—it's before your eyes and you can't miss it. That's why Remindo Calendar is the best attendance getter ever produced.

Endorsed by Club Officials

Remindo Calendar has been heartily endorsed by many prominent club officials in civic clubs when attendance is the price of membership, as the greatest and most economical help ever offered.

Economical

The first cost of Remindo Calendar is extremely low—less than 4c a week for the first year, and the annual cost for refills, supplied by us, will not exceed 1½c per week. No other form of reminder can be produced so economically.

Note—Remindo Calendar is only 100 per cent efficient when every member of your club has one. We are therefore sending every club president and secretary full description, prices, and delivery dates. Ask them about Remindo Calendar or, if you prefer, write us direct.

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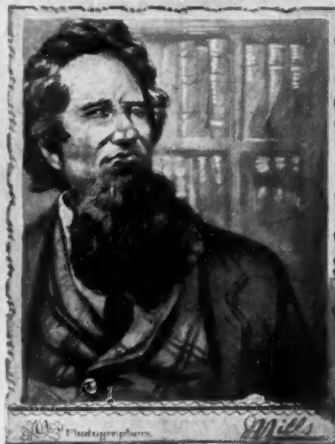
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SHAVE EVERY DAY - BE COMFORTABLE

COLGATE'S

softens the beard at the base



Long before Percival Pangburn ever came down from Parnassus to read from his own works, and centuries before the first Rotarian was born, chin whiskers had gained historic significance.

In Egypt, when Memphis and Thebes were still minor league towns, goatees were worn, ostensibly as an indication of rank, but in reality because the barbers were slaves. The masters deemed it advisable to have no shaving done in the vicinity of the jugular vein.

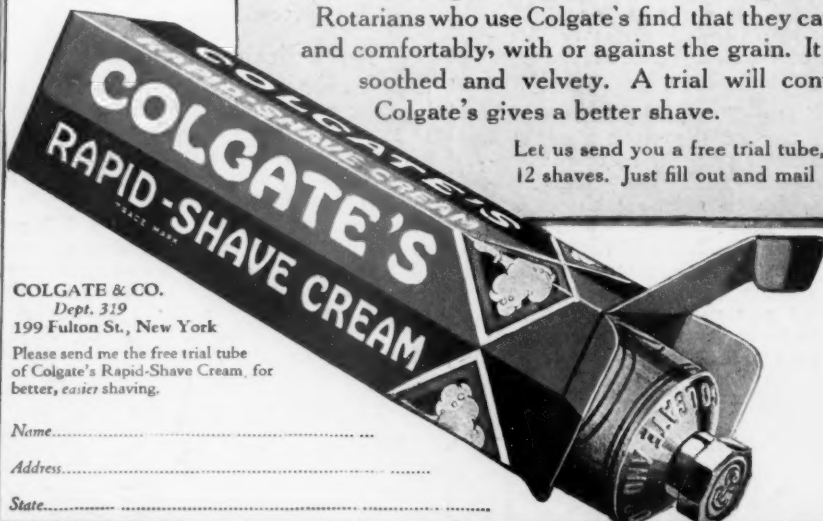
So it has been up through the ages. Thick whiskers and thin whiskers, side whiskers and chin whiskers have been tolerated by poets, parachute jumpers, and devotees of other lofty pursuits, owing to their dread of the razor. Now that dread is gone, never to return.

Colgate's Rapid-Shave Cream has made shaving simple and easy. It puts an end to the need of swathing with hot towels and of rubbing the lather in with the fingers.

Rotarians who use Colgate's find that they can shave cleanly and comfortably, with or against the grain. It leaves the face soothed and velvety. A trial will convince you that Colgate's gives a better shave.

Let us send you a free trial tube, enough for 12 shaves. Just fill out and mail the coupon.

Large tube
35c



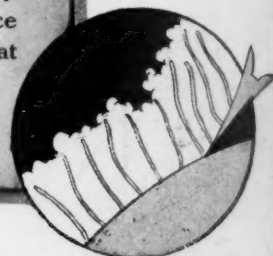
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Please send me the free trial tube of Colgate's Rapid-Shave Cream, for better, easier shaving.

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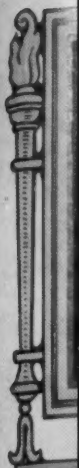
State.....



This diagrammatic magnified cross-section shows how the close, moist lather made by Colgate's Rapid-Shave Cream goes to the base of each hair. The oily coating upon the hair is quickly emulsified, and the hair is softened at the base, where it meets the edge of the razor.

Truth in advertising implies honesty in manufacture

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